

# Pike Place Market

## PDA Council Meeting:

## Opportunities, Constraints & DEI Workshop

**PRE-READ MATERIALS**

June 2023





Opportunities, Constraints & DEI Workshop

# OVERVIEW

# Master Plan Timeline: PDA meetings by phase



## Updates & Council Input:

- July Council Meeting
- August Council Meeting
- September Council Meeting
- (+ additional meetings as needed)

# Master Plan Timeline: Status Update

## Outreach

BERK, HR&A, MRA,  
Mithun

### To date:

- 2 public events
- 19 external interviews
- 29 internal interviews
- Tenant succession survey

### This summer:

- More interviews
- External community survey
- Internal Market community survey
- 12 discussion groups
- Incorporate community input into scenarios

## Physical Plant

Mithun

### To date:

- Review of capital needs assessment
- 2 facilities team listening sessions
- Facilities tour
- Sustainability survey of Council and tenants
- Eco-charette
- Review of local, state and national carbon regulations

### This summer:

- Physical plant scenario input
- Scenario visualizations

## Retail & Programming

MRA, HR&A

### To date:

- Merchant interviews
- Opportunities and constraints
- Initial market case studies

### This summer:

- Market case studies and retail trends
- Floor plan and demising analysis
- Visitor itineraries and journeys analysis
- Demising, tenanting, journey enhancement input into scenarios

## Governance & Financials

HR&A

### To date:

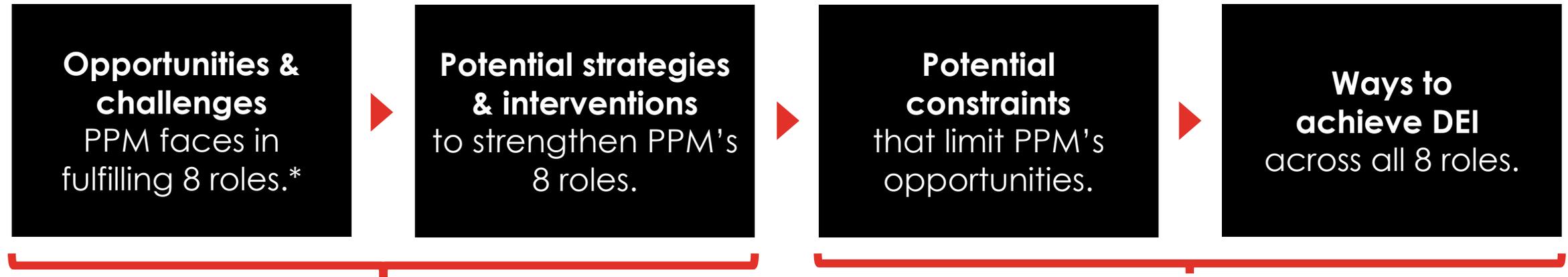
- Review of governance documents
- Interview with PDA legal council re: governance
- Review of PDA financials

### This summer:

- MHC, Constituency group discussions
- Financial analysis of scenarios

# Opportunities, Constraints & DEI Workshop Goals

Based on our data analysis and community input, this workshop will focus on:



Included in this pre-read packet

- **5 proposed interventions for each role** as a starting point for discussion of “what ifs?” and are by no means final recommendations.
- We have asked the Council to **complete a survey** to rank the top 5 interventions per role for discussion at the workshop. Survey results will be shared at the workshop.

To be discussed in-depth during the workshop

*\*The slides that follow, especially slides 11-12, walk through how we define those 8 roles.*

# Workshop Agenda

**Goal: report back on due diligence to date and gather feedback on emerging ideas for interventions to achieve Master Plan goals. This will inform creation of Scenarios.**

## **1. Intro, Goal Setting & Framing (15 min)**

- a. Project Timeline
- b. Workshop Goals & Agenda
- c. Master Plan Goals, 8 Roles, Opportunities & Constraints Framework (5 min)

## **2. “What if PPM did X?” (90 min)**

- a. Introduce each PPM role and 5 interventions**
- b. Discuss top interventions based on Council survey responses**
  - a. Does this resonate with how you ranked the interventions? Why or why not?
  - b. How can we most effectively advance DEI through these interventions?
  - c. What’s missing?

## **3. Synthesis: Emerging Big Ideas and Themes (15 min)**

## Master Plan Goals (Original)

**Goal #1:** Celebrate the **multiple identities** and authentic character that are essential to PPM, fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater **diversity, equity, and inclusion (DEI)**.

**Goal #2:** Preserve the **physical plant** while improving operations, enhancing visitor experience, and embracing environmental sustainability.

**Goal #3:** Reorient PPM to a **local audience** with a business model that makes PPM a place for people who live and work in Seattle to shop and gather, and a “seat at the table” on relevant local policy issues.

**Goal #4:** Build PPM’s **financial strength**.

**Goal #5:** Ensure **PDA governance structure** supports implementation.

## Master Plan Goals (Proposed Revisions)

As we have discussed, we will collectively iterate on the goals over the course of the plan. The Consultant team proposes slight revisions for clarity and organization:

**Goal #1:** Celebrate the **multiple identities** and authentic character that are essential to PPM, fulfill its social impact as the “Soul of the City,” and continue to embrace principles of greater **diversity, equity, and inclusion (DEI)**.

**Goal #2:** Reorient PPM to a **local audience** with a business model **and placemaking** that make PPM a place for people who live and work in Seattle to shop, **dine, experience, gather, and connect** and **gives PPM** a “seat at the table” on relevant local policy issues.

**Goal #3:** Preserve the **physical plant** while improving operations, enhancing visitor experience, and embracing environmental sustainability.

**Goal #4:** Build PPM’s **financial strength**.

**Goal #5:** Ensure **PDA governance structure** supports implementation.

## Pike Place Market Over Time

Over the course of 116 years, **Pike Place Market has evolved to adapt to a changing world.**

With each major economic shock, social movement, and cultural shift, the Market expanded from its primary, initial role as a farmers market and grocery center, to include a large residential community, community center, food bank, business incubator, and more.

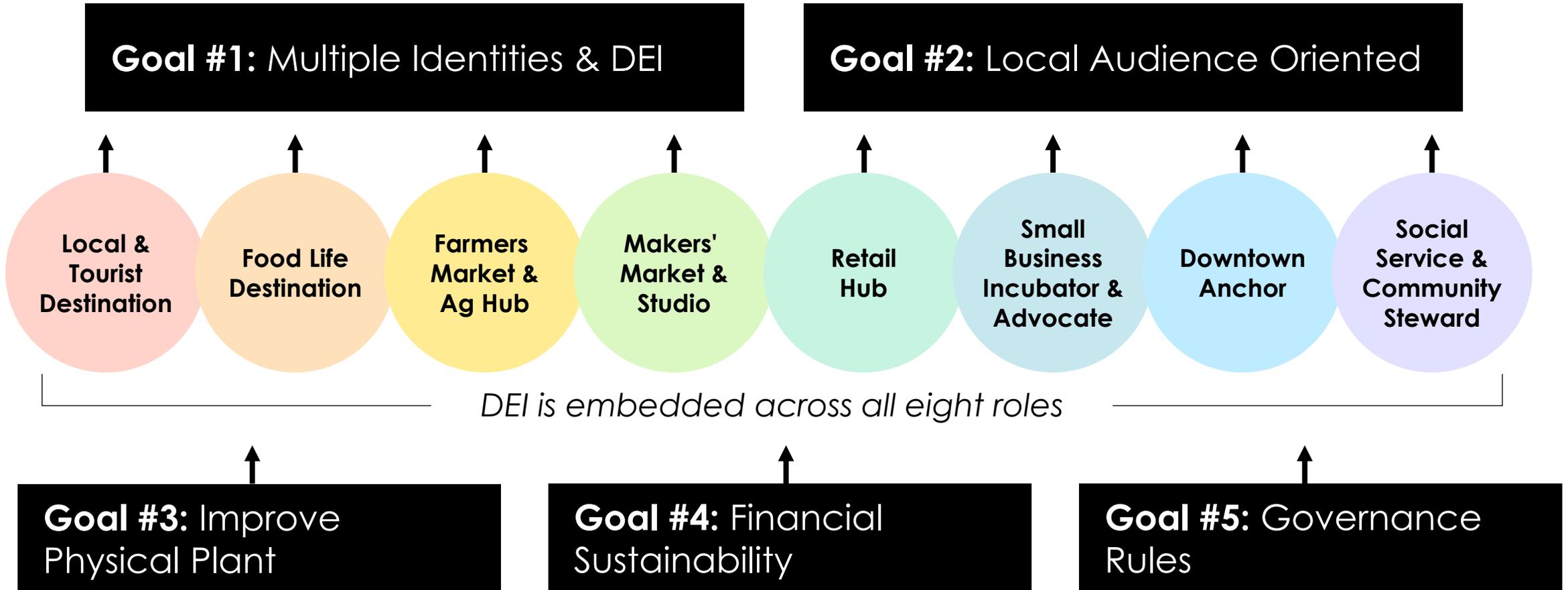
## Pike Place Market's Roles

**Eight roles** have been and will continue to be core to Pike Place Market:



# Master Plan Goals & PPM Roles

Strengthening these eight roles is key to achieving the aspirational vision described in Master Plan Goals 1 & 2 and addressing existing challenges associated with Goals 3, 4 & 5.



## Pike Place Market Overarching Challenges

While this presentation focuses on strengthening PPM's 8 roles to achieve the vision in Goals 1 and 2, the Master Plan will also address challenges associated with Goals 3, 4, and 5.

### Goal #3: Improve Physical Plant

Operational Inefficiencies

Sustainability

Space Constraints

Placemaking and Wayfinding

### Goal #4: Financial Sustainability

Must Self-Fund O&M

Future Capital Needs in Excess of Revenues

Below-Market Rents to Incubate Businesses

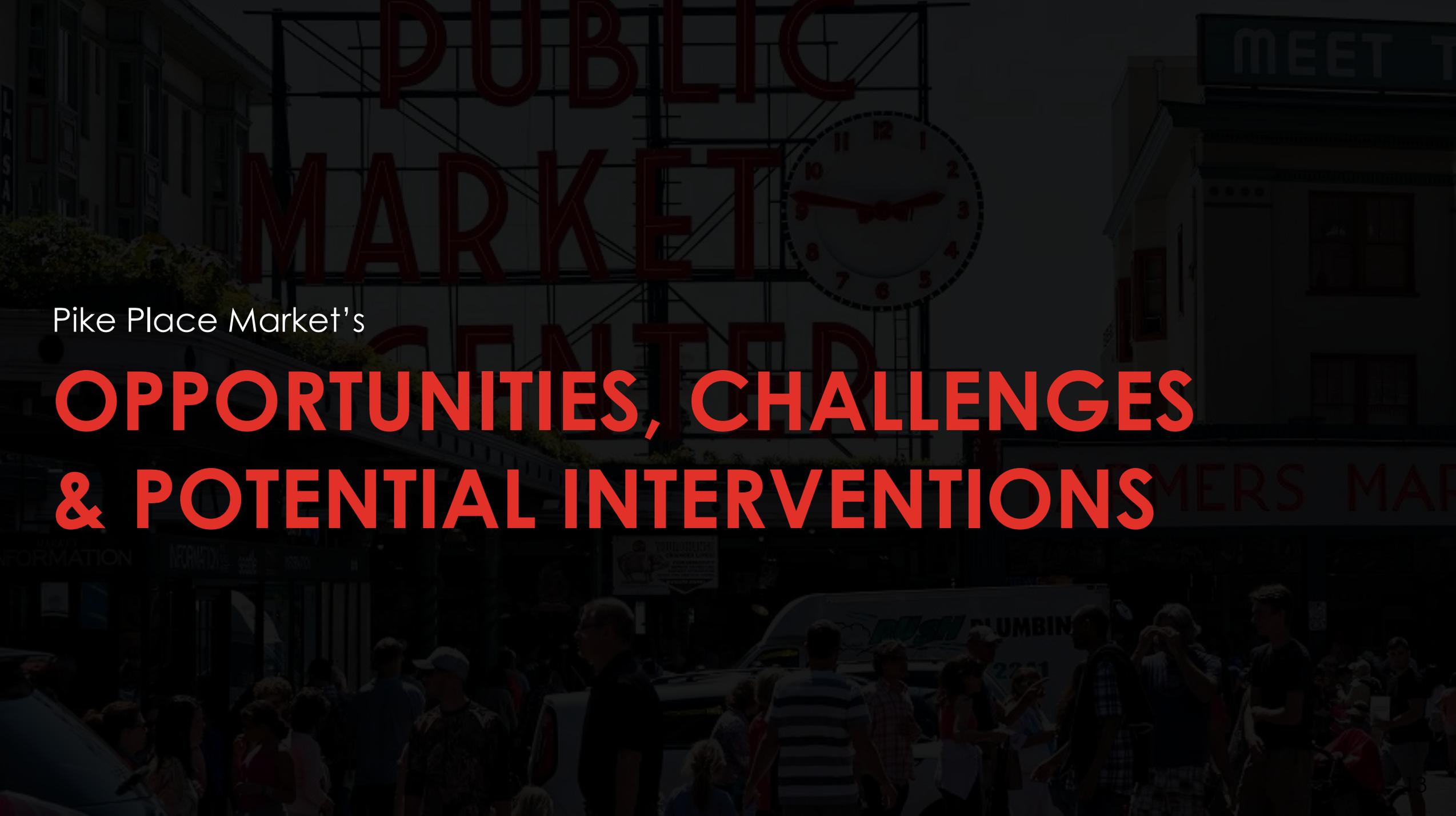
Low-Revenue Microbusinesses

Constrained Revenue-Generating Space

### Goal #5: Governance Rules

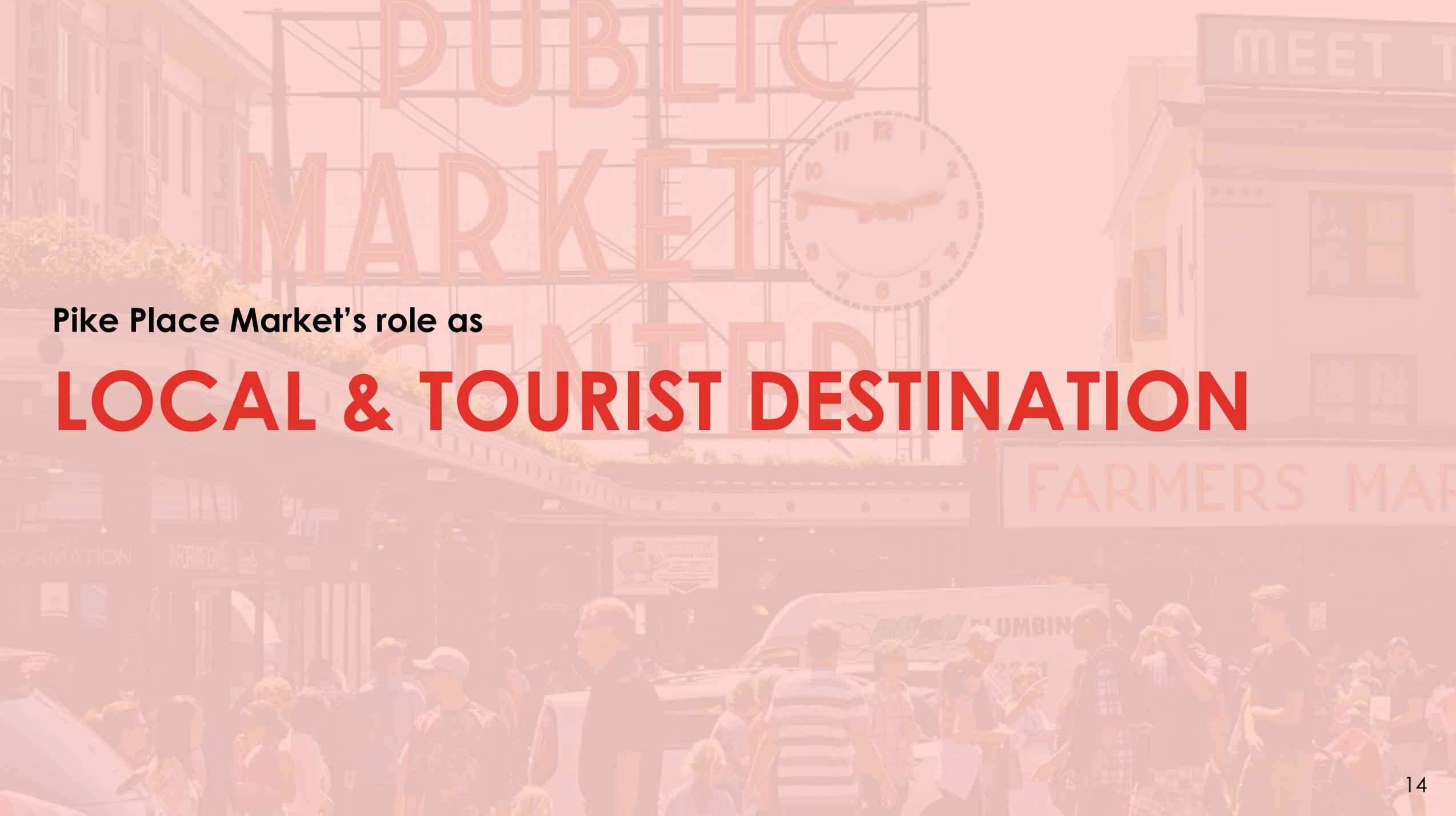
Balancing Preservation and Adaptation:

- Tenanting Guidelines
- Historic Preservation Limitations on Market Uses and Design



Pike Place Market's

# OPPORTUNITIES, CHALLENGES & POTENTIAL INTERVENTIONS



Pike Place Market's role as

# LOCAL & TOURIST DESTINATION

## Opportunities & Challenges: **Local & Tourist Destination**

The success of Pike Place Market as a national icon and tourist destination depends on its success in **delivering authentic experiences that serve locals**. Maintaining authenticity to ensure ongoing local commitment and tourist spending requires **thoughtful curation** of the PPM's tenant mix to increase opportunity for a robust mix of diverse, small businesses.

## Local & Tourist Destination Opportunity: **Growing Downtown Population**

Downtown's population has grown 71% since 2010, which indicates increasing opportunity for Pike Place Market to reorient itself to a local audience.

**71%+**

Increase in Downtown residential population from 2010-2022

**102,000+**

Estimated residents living in Downtown as of 2022

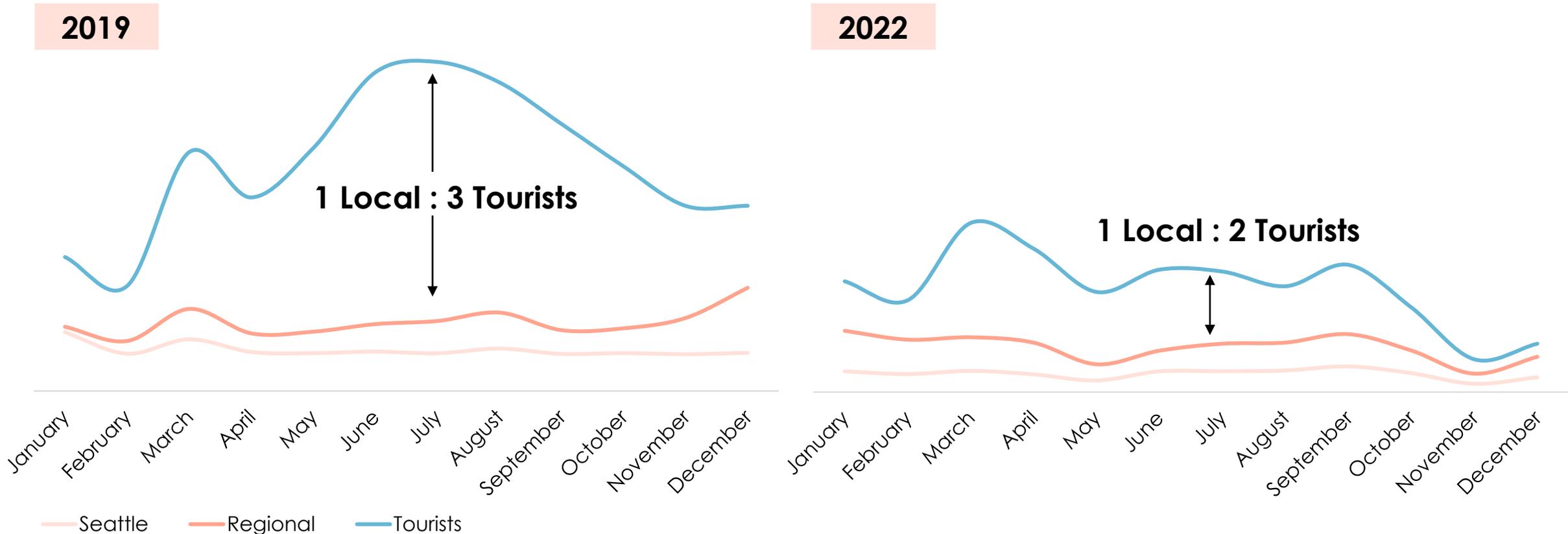


Source: Downtown Seattle Association (DSA) 2022 Report Card. The DSA defines Downtown as the neighborhoods of Uptown, South Lake Union, Denny Triangle, West Capitol Hill, Belltown, Waterfront, West Edge, Retail Core, First Hill, Pioneer Square, Chinatown-International District, and Sodo.

# Local & Tourist Destination Challenges: **Reliance on Tourism & Seasonality**

Particularly in the pre-COVID summer season, PPM was dependent on and sensitive to tourism and travel patterns.

### Seattle Resident, Regional Visitors, and Tourist Visitation by Month

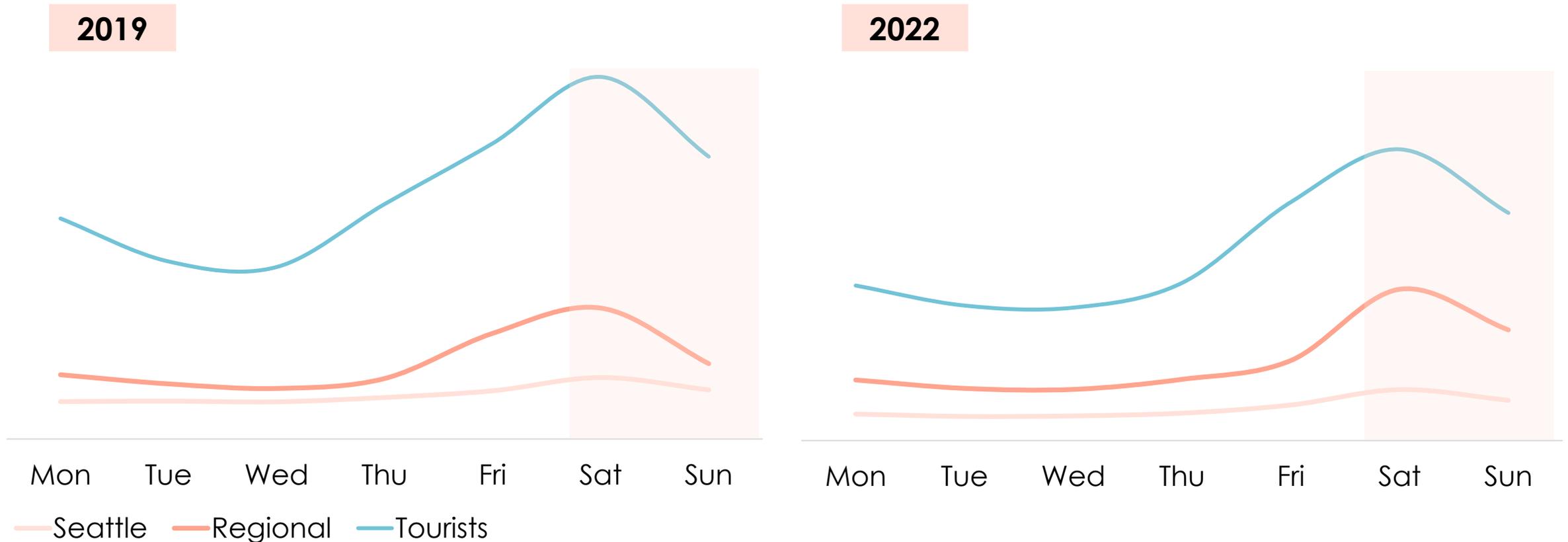


Source: Near mobile visitation data (Raw data). Seattle residents are defined as visitors whose cellphone had a "Home" or evening location in any postal code that is inside the City of Seattle. Regional visitors are defined as visitors who had a "Home" or evening location in the Seattle-Tacoma area, but not in Seattle City proper. Tourists are defined as visitors whose cellphone had a "Home" or evening location outside of Seattle-Tacoma, WA.

## Local & Tourist Destination Challenges: **Reliance on Tourism & Seasonality**

Seattle residents, regional visitors, and tourists alike visit primarily over the weekends. There is an opportunity for PPM to attract more locals during the weekdays.

**Seattle Resident, Regional Visitors, and Tourist Visitation by Day of Week**

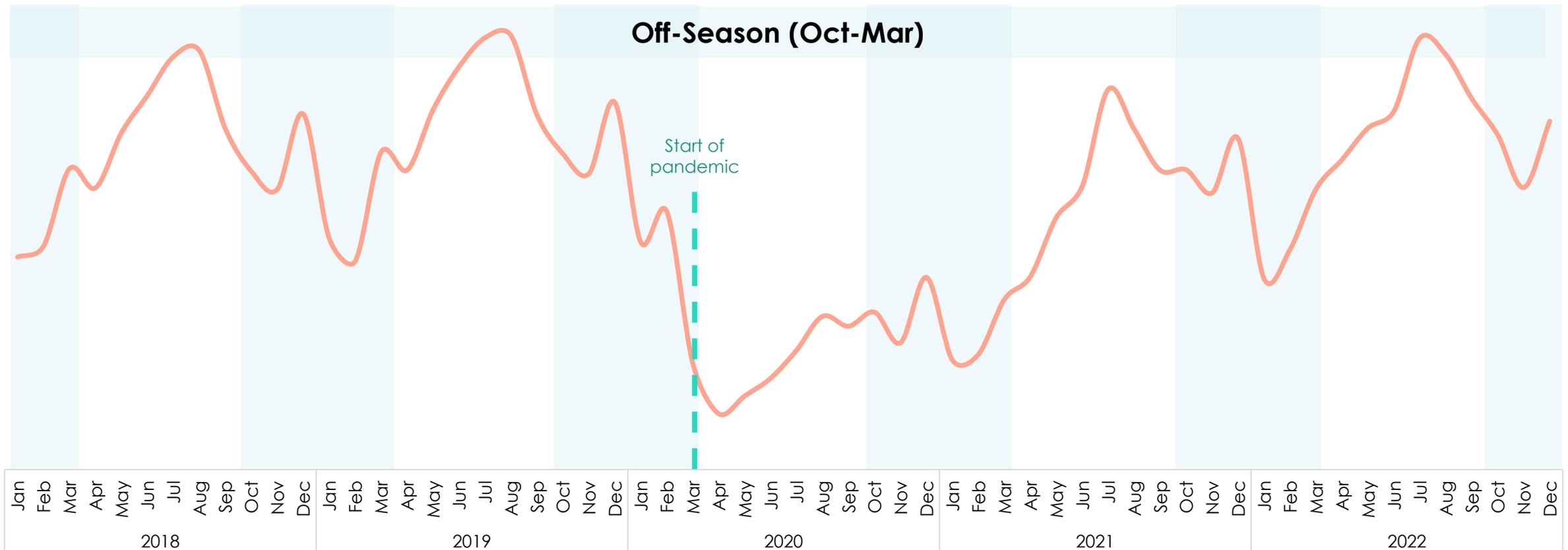


Source: Near mobile visitation data (Raw data). Seattle Metro Residents defined as visitors who have a “Home” or evening location within any of the 31 zip codes that are part of the Seattle Metro area. Regional Visitors are visitors from outside the Seattle Metro area but from the larger Seattle-Tacoma MSA area.

## Local & Tourist Destination Challenges: **Reliance on Tourism & Seasonality**

Pike Place Market can solve for seasonal swings by building a stronger local customer base during the fall and winter months.

**2018-2022 Monthly Sales at PPM**



## Local & Tourist Destination Challenges: **Uneven Visitation**

Foot traffic is highly concentrated on and confined to Pike Place, as evidenced by widely varying commercial revenues between tenants on Pike Place vs. the lower levels.

**60%** of commercial sales occur **along Pike Place\***

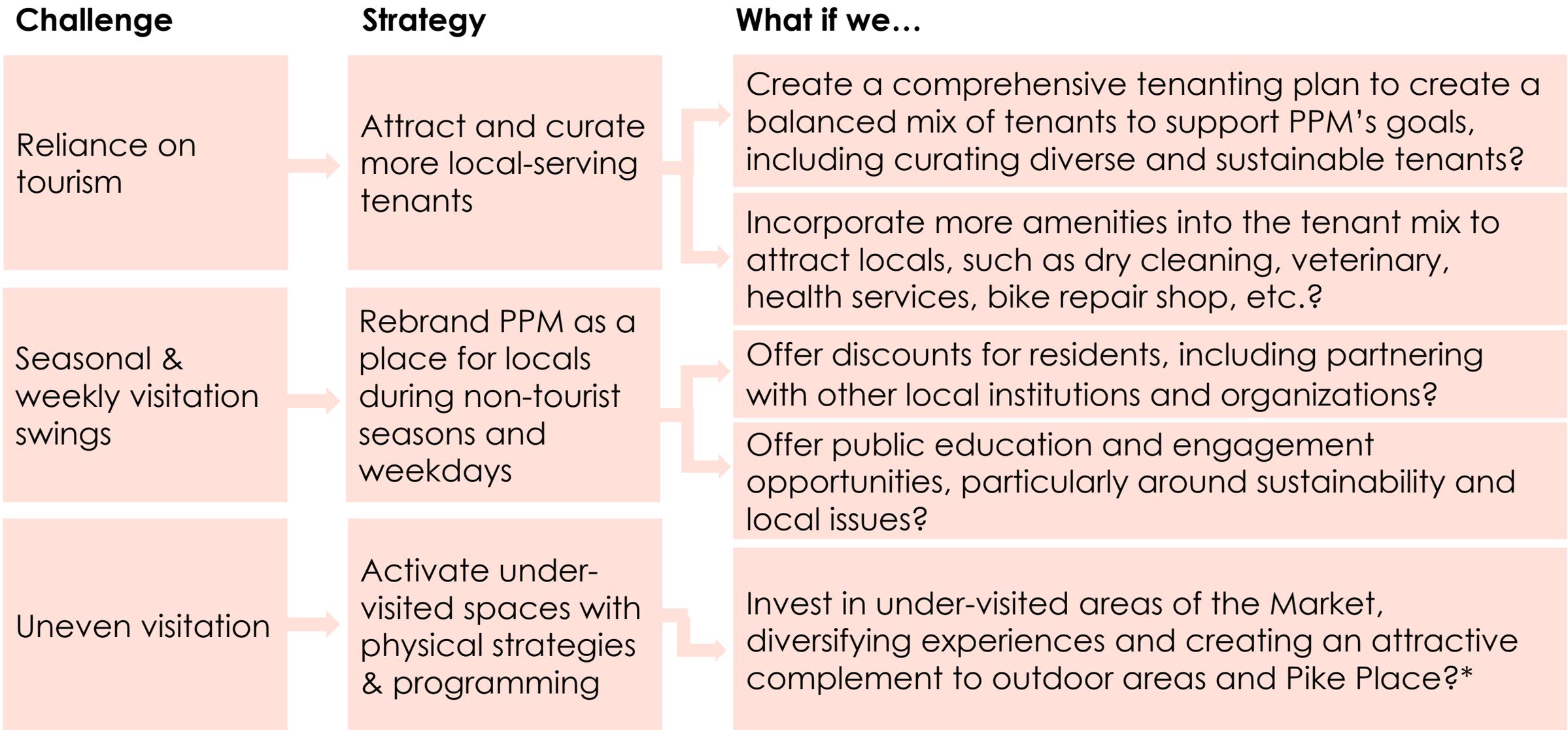


VS.

**8%** of commercial sales occur in the **lower levels**



## Potential Strategies & Interventions: **Local & Tourist Destination**



\*Revised since Council survey distributed.

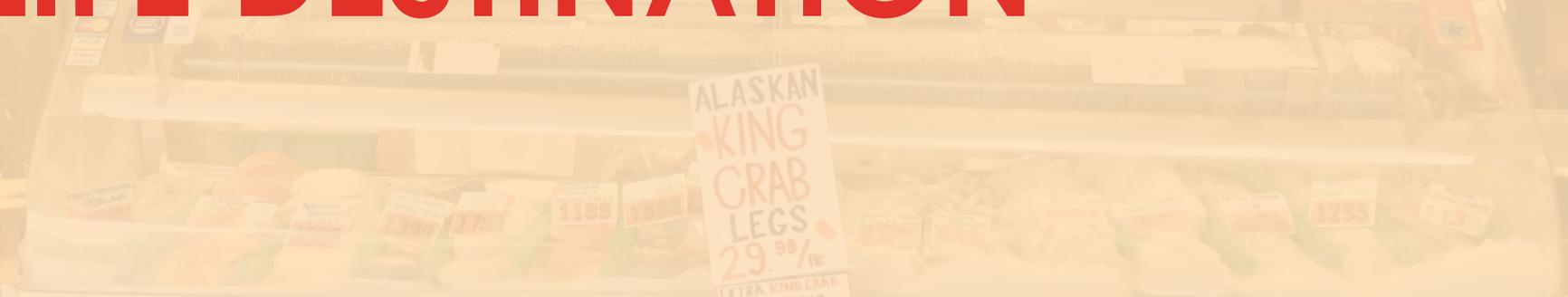
**JACK'S Seafood and O**  
Cioppino - Italian Seafood Stew  
Clam Chowder - Northwest Style  
Shrimp Cocktail - with homemade  
Crab Cocktail - 7.99  
Steamer (assorted clam or crab) in drawn butter - 11.99  
Oulcone Oysters - 1.75 each 9.99 half dozen  
Smoked Salmon Cocktail w/ Lemon Sauce - 5.99  
Whole Dungeness Crab - 12.99 per pound  
\*crabcock served w/ drawn butter and lemon  
\*OULCONE OYSTERS - 1/2 DOZEN - 9.99

**JACK'S FISH and CHIP SPOT**  
Fresh Pacific True Cod in Pike Place Rule Ale Batter  
Reg Fish (3 pieces chips) - 8.99 - Prawns and chips - 9.99  
Large Fish (5 pieces chips) - 10.99 Oysters and chips - 9.99  
Halibut and chips - 12.99 Scallops and chips - 10.99  
Salmon and chips... 9.99 tartar/ketchup...

**JACK'S FISH SPOT AND CRAB FOG**  
SMOKED SALMON  
THE WORLD'S MOST FABULOUS, FAMOUS, FRESHEST, & FINEST FISH

Pike Place Market's role as

# FOOD LIFE DESTINATION



**ALASKAN KING CRAB LEGS**  
29.99/lb.  
EXTRA KING CRAB IN OUR FREEZER JUST ASK AND WE'LL CRAB IT!

**FRESH WASHINGTON DUNGENESS CRAB**  
10.99

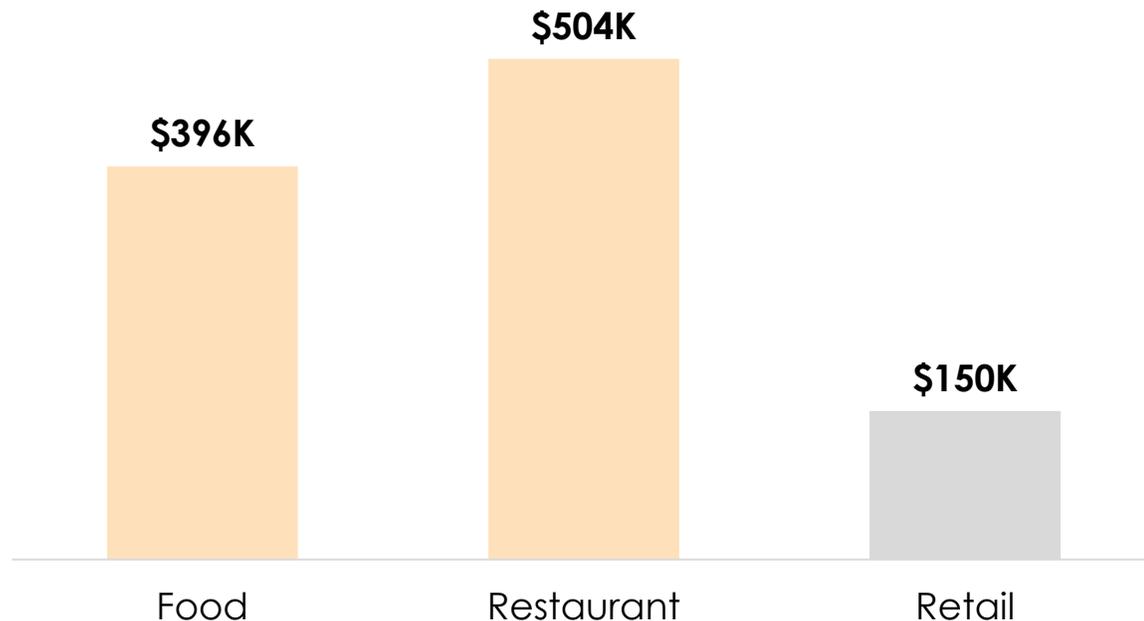
## Opportunities & Challenges: **Food Life Destination**

Pike Place Market is a renowned **food destination**. Fully embodying this role today requires strategies to **update and diversify offerings** to meet the tastes of locals and visitors alike.

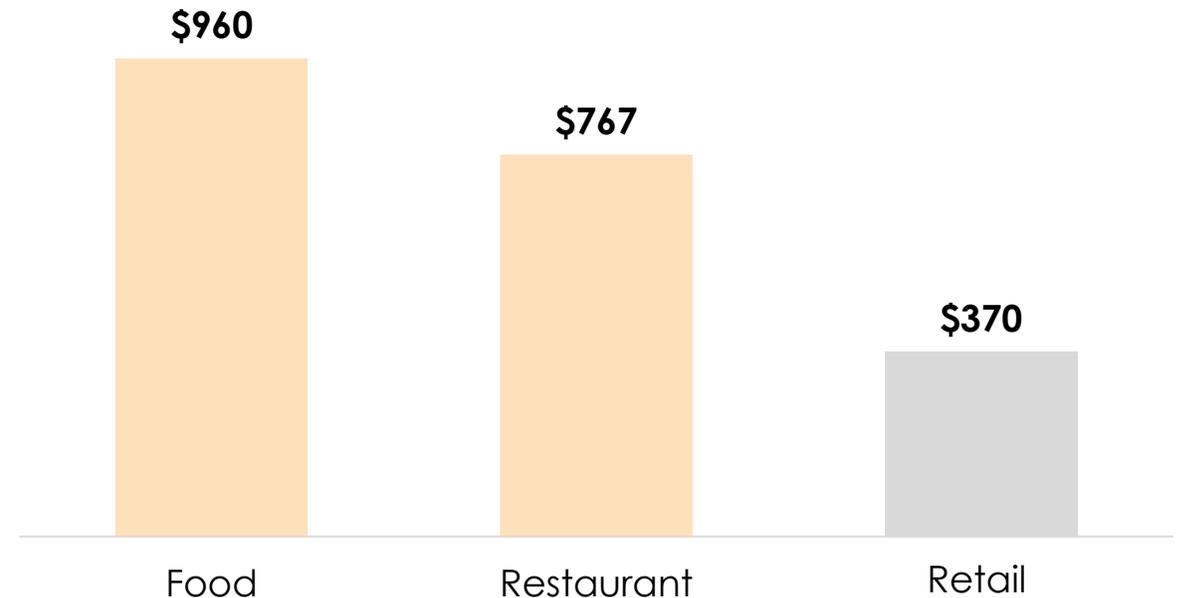
## Food Life Destination Opportunity: **Market Revenue Generator**

Restaurants generate the largest median sales among commercial tenants, and food tenants generate the largest median sales per square foot.

**Median Sales by Tenant (2022)**



**Median Sales per SF by Tenant (2022)**



Source: PDA Sales Data. Tenants are categorized into three categories: Restaurant (table or counter seating, including cafes), Food (including take-out and casual eateries), and Retail (mercantile shops).

## Food Life Destination Opportunity: **Structural Shifts in Dining**

PPM has an opportunity to embrace structural shifts in the dining sector, including increased demand for social dining, rise of online delivery, and changes in customer tastes.



### **Rise of Online Delivery**

Food delivery grew 220% during COVID, and food delivery makes up approximately 14% of weekly meals in urban areas. This has also spurred the rise of “cloud kitchens” – commissaries preparing online orders – which grew 53% between 2014-2020 in the U.S.



### **Return of Social Dining & Rise of Food Halls**

Social dining has come back aggressively post-COVID and is reflected in more dining bars, communal dining tables, and food halls. Food halls, for example, are predicted to grow by 45% in the coming years with 145 food halls currently under development across the U.S. These new dining patterns reflect increased desire for social encounters, while also resulting in reduced restaurant operational costs.



### **Culinary Regionalization**

There is increased interest in food grounded in local historic and cultural influences. Pacific Northwest cuisine is celebrated as a unique, multi-ethnic, multi-cultural, fusion-based mix.



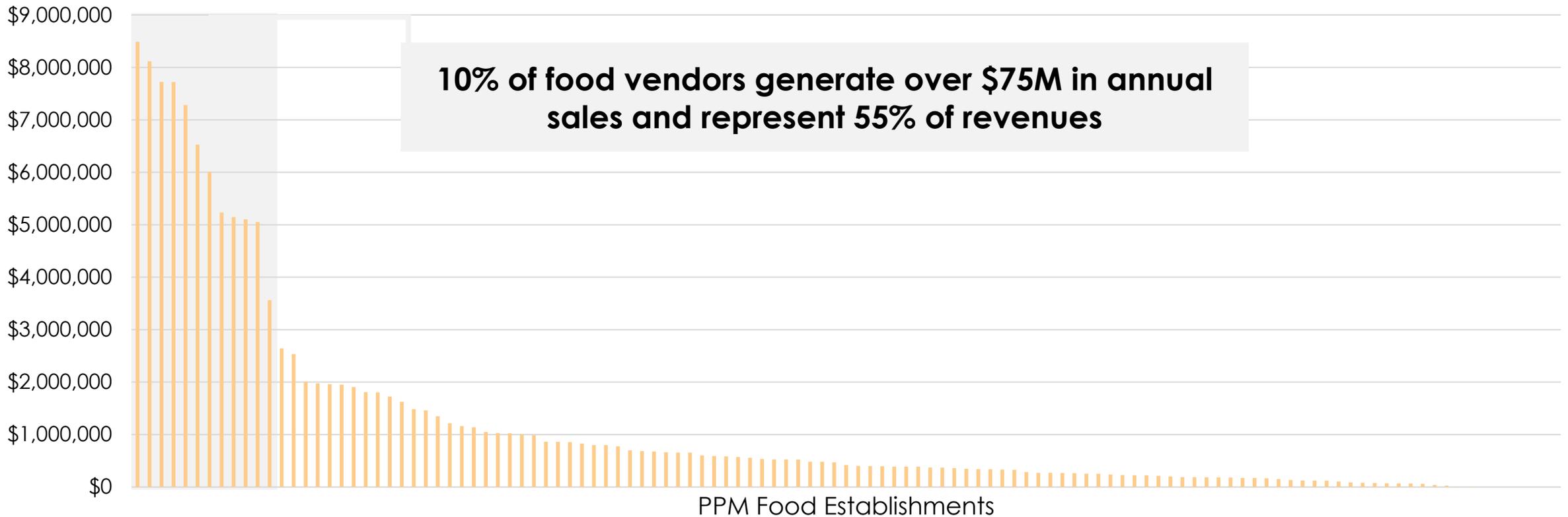
### **Wellness and Sustainability**

Customer values are increasingly influencing menus and food production methods.

## Food Life Destination Challenges: **Reliance on Top Performers**

PPM does not currently realize the full potential revenue of being a food life destination with its existing tenant mix and relies on a few top performers. However, this model allows the Market to support marginalized small businesses and fulfill its mission.

**2022 Sales by Food Establishments (including restaurant and takeout)**



## Food Life Destination Challenges: **Lack of Physical Space**

PPM is limited by a lack of space for restaurant business growth and support.

Limited space for food businesses looking to grow



Limited back of house, loading & storage capacity



Limited seating for social dining



## Food Life Destination Challenges: **Lack of Physical Clustering**

PPM is limited by a lack of intentional physical clustering to create themed dining zones that are a best practice.



# Potential Strategies & Interventions: Food Life Destination



\*Revised since Council survey distributed.

A faded, yellow-tinted photograph of a busy market stall. The stall is filled with various produce, including baskets of carrots, bunches of mushrooms, and other vegetables. There are several signs hanging from the stall, some with numbers like '5' and '4'. The background shows a window with a grid pattern. The overall scene is a bustling market environment.

**Pike Place Market's role as**

# **FARMERS MARKET & AG HUB**

## Opportunities & Challenges: **Farmers Market & Agricultural Hub**

“**Meet the Producer**” lies at the heart of the Pike Place Market brand. Strengthening this role requires **attracting and retaining farm and produce vendors**, as well as **connecting farmers with existing and new distribution partners** like food banks.

## Farmers Market & Ag Hub Opportunity: **Supporting BIPOC farmers & Food Access**

Pike Place Market's "Meet the Producer" mission is deeply intertwined with the history of uplifting minority and immigrant farmers, as well as supporting low-income residents.



**Pike Place Market has been a place of economic opportunity for many Seattle immigrants.**

- Before WWII, Pike Place Market supported as many as 300 Japanese American farmers who operated 70%+ of farm daystalls.
- Today, Pike Place Market's farmers include Hmong, Chinese, Vietnamese, Filipino, Sephardic Jewish, Italian, Native American and more.

**Pike Place Market also supports food access, particularly for low-income residents.**

- The Market has several food assistance programs, including SNAP Market Match & EBT, Fresh Bucks, and others. In 2021, over 1.6K PIKE BOX shares were distributed to low-income shoppers through a partnership with the Market Commons.

## Farmers Market & Ag Hub Opportunity: **Rising Interest in Local, Sustainable Food**

Consumers – particularly younger consumers – are increasingly demanding healthier, locally, grown, sustainable foods.

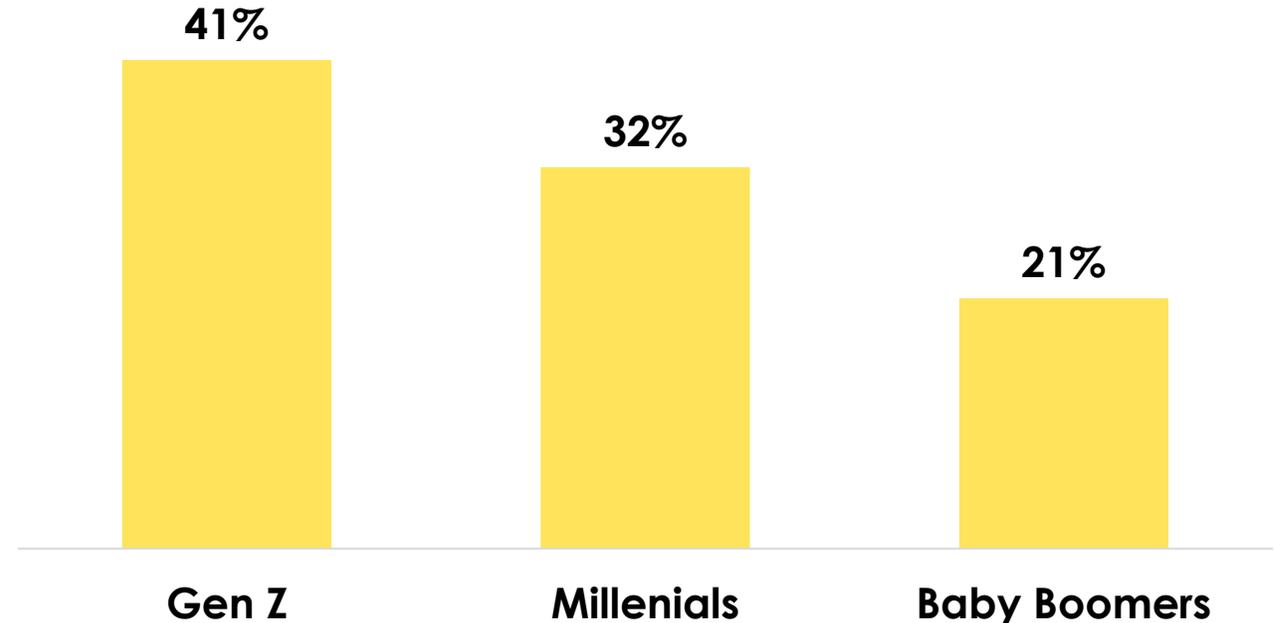
**80%**

of Americans surveyed\* feel it is important that their fruits & vegetables are grown locally

**39%**

of Americans surveyed\* stated that they started to eat healthier during the pandemic

Willingness to Pay Premium for Healthier Foods by Generation



\*Source: "The American Food Journey Report" (2021), The Farm Project & Lettuce Grow. The report surveyed 1,500 U.S. residents over the age of 18.

## Farmers Market & Ag Hub Challenges: **Macro-Economic Pressures**

Macro-economic, social, and environmental changes are challenging farmers' profitability and ability to sell at PPM.



### **Rising Costs & Decline in Profitability**

Nationally, farmers are facing steep increases in production costs due to labor shortages, logistical constraints, and land appreciation. In the U.S., farms are expected to see a 16% decrease in profits, largely as a result of an expected 4% rise in expenses.



### **Greater Competition**

Neighborhood farmers markets and supermarkets are perceived by locals to be more convenient places to shop for quality and affordable produce.



### **Aging Workforce & Lack of Succession**

Across the U.S., there are 3.5X as many farmers over the age of 65 as farmers under 35. PPM farmers are uncertain whether their next generation will continue the business.



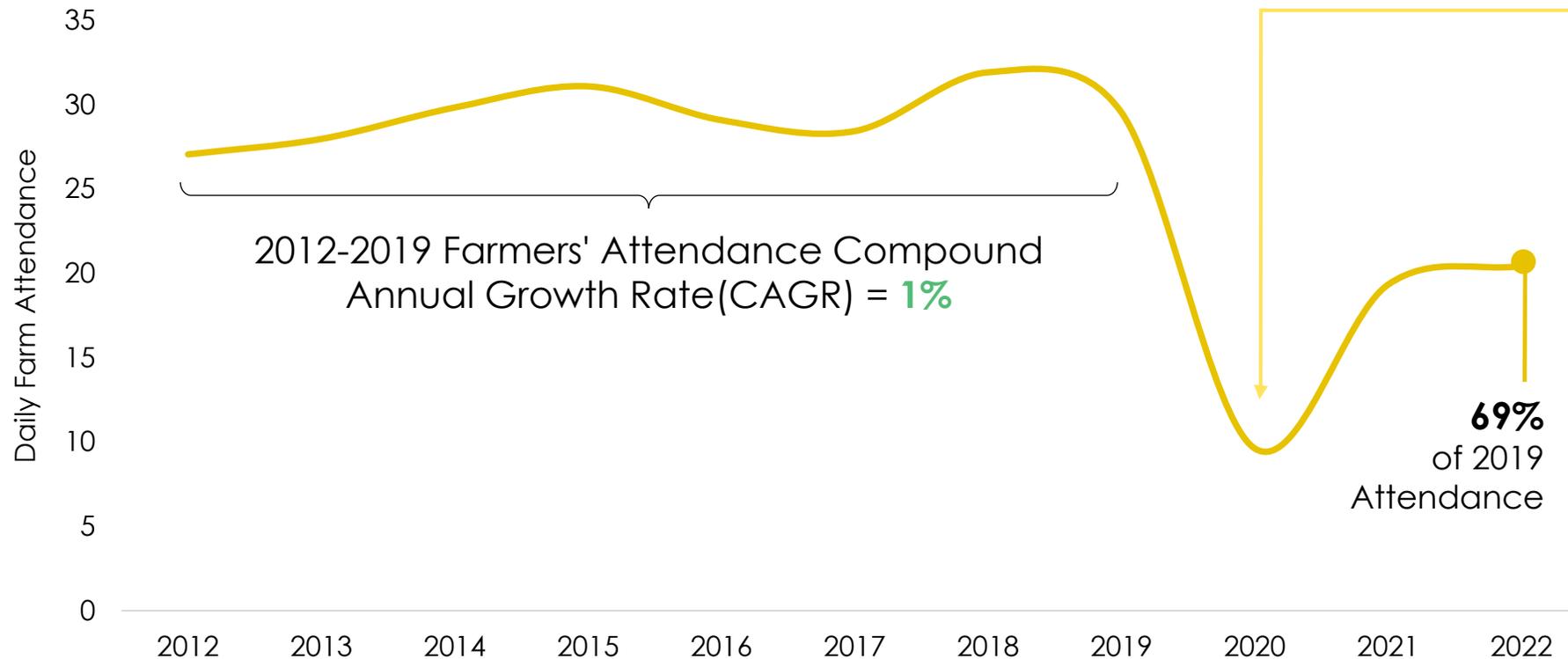
### **Climate Change**

These challenges will be exacerbated by rising temperatures in the Pacific Northwest. The summer of 2022 was the third-hottest recorded in 128 years in the U.S.

# Farmers Market & Ag Hub Challenges: COVID Impact

Farmer attendance at Pike Place Market took a significant hit during COVID and has still not recovered to pre-pandemic levels.

### 2012-2022 Change in Daily Farmers Attendance



Despite growing success, **satellite farmers markets were not allowed to be operated** due to COVID-19 King County Public Health requirements.

Source: PDA Data. Farmers attendance indicates the number of farmers operating daystalls.

## Farmers Market & Ag Hub Challenges: **Lack of Revenue Data**

A lack of revenue data from farm and produce vendors limits PPM's insights into how farmers are faring and how they can best be supported.



The PDA has granular revenue data from tenants who pay rent – restaurants, food, and retail businesses\* – but not farmers.

**Understanding farmers' total revenues and expenses would help the PDA understand additional resources and supports required to sustain farmers presence at Pike Place Market.**

## Farmers Market & Ag Hub Challenges: **Historic Inequities & Barriers**

BIPOC farmers face historic inequities and greater challenges in the agricultural sector, including disproportionately lower rates of land ownership and discriminatory practices.



**80%**  
of flower stands at Pike  
Place Market are owned  
by Hmong farmers.

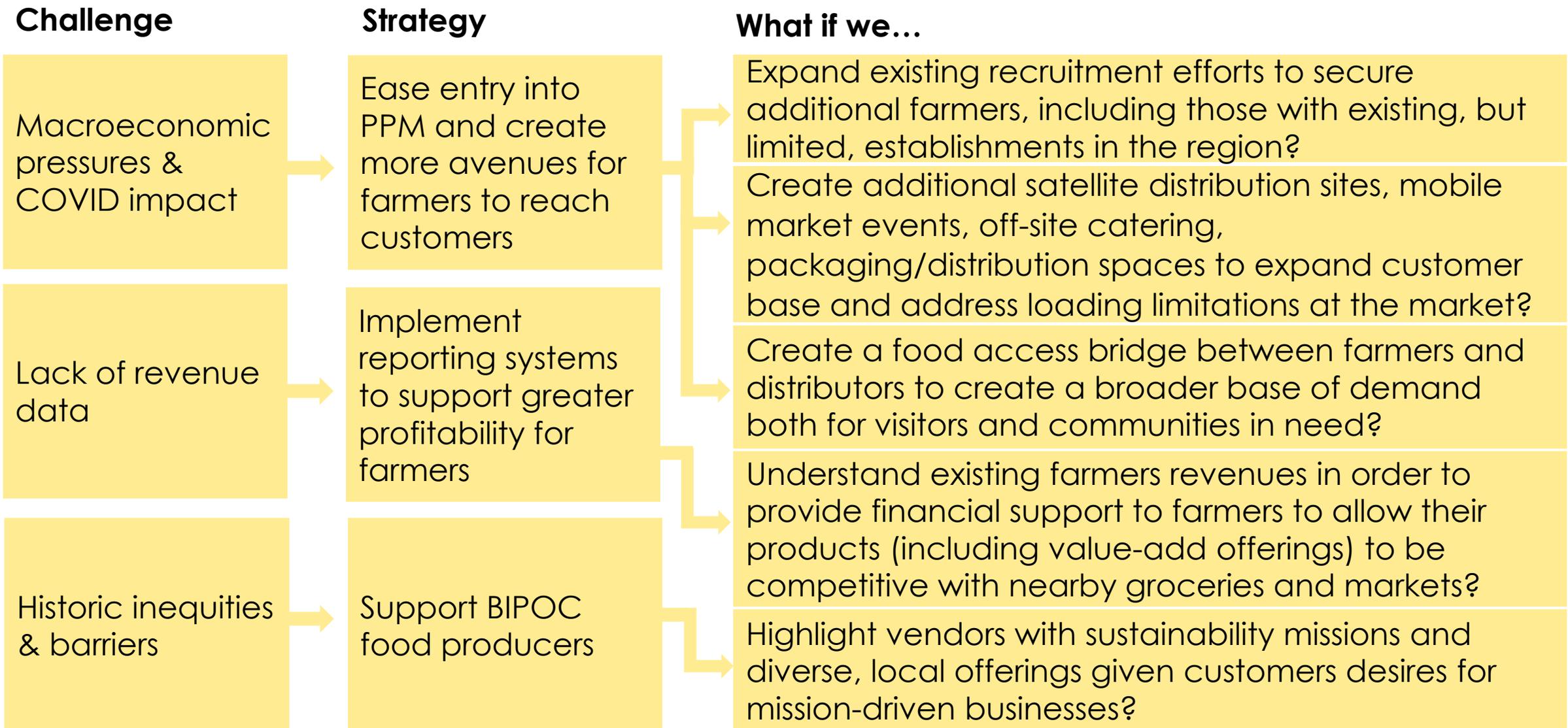
VS.



**8%**  
of Hmong farmers own the  
land they farm, a reflection  
of racist land redistribution  
laws after the Civil War.

- A 1921 Washington State “Alien Land Law” **banned noncitizens (mostly Asians) from renting land**, forcing many Japanese immigrants to rent land from white farmers.
- **PPM stall spaces were initially distributed inequitably** through a “lottery” that favored white men.
- In the U.S., **white people own 98%** and **operate 94% of farmland.**
- Today, King County’s **Farmland Leasing Program** is supporting new, BIPOC, and other “socially disadvantaged” farmers with opportunities to grow farm businesses on County-leased land. In 2022, 50 farms were supported through the program.

## Potential Strategies & Interventions: **Farmers Market & Agricultural Hub**



A smiling woman with long blonde hair is standing behind a display of colorful handmade items in a craft studio. The items include painted Easter eggs, ceramic figurines, and jewelry. The background features shelves with more supplies and a window with colorful decorations.

Pike Place Market's role as

# MAKERS' MARKET & STUDIO

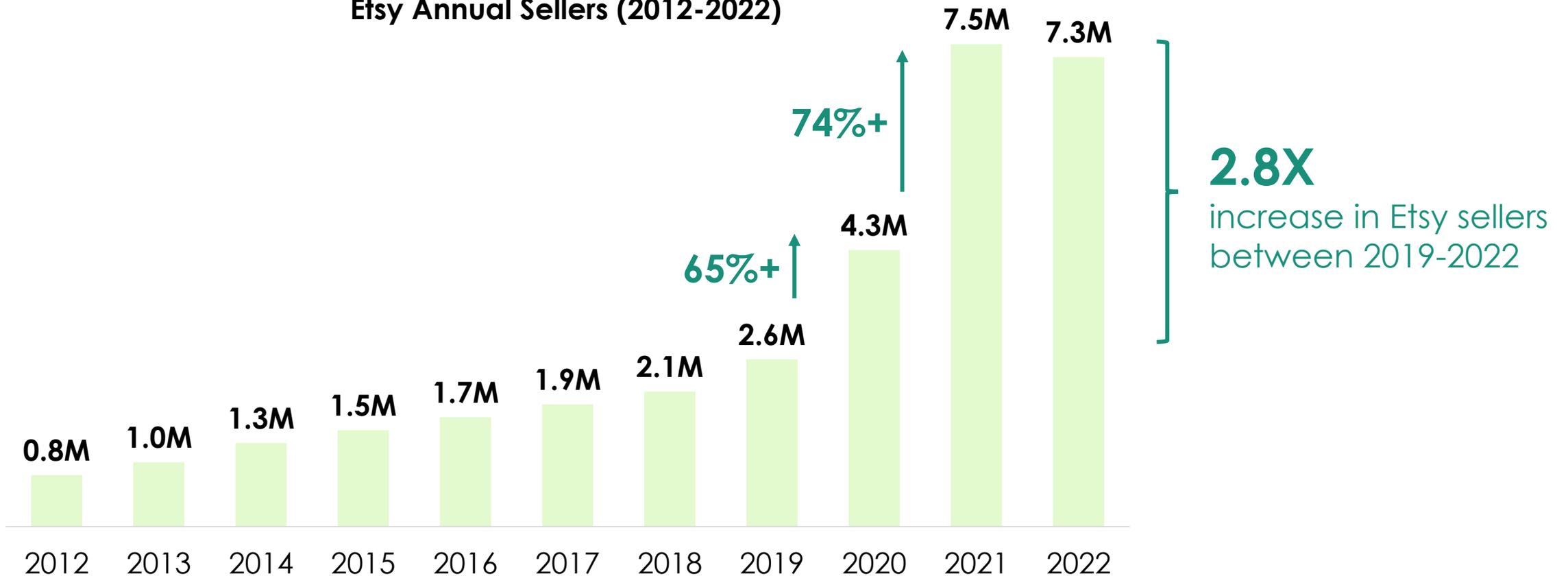
## Opportunities & Challenges: **Makers' Market & Studio**

PPM is home to a significant artists' and craftspersons' ecosystem. The Market has an opportunity to lean into this, particularly with the shift towards customer interest in **authentic experiences and locally made goods**, as well as the increase in craft participation during the pandemic.

## Makers' Market & Studio Opportunity: Growing Craft Participation

Nationwide, crafting grew significantly during the pandemic. The online platform Etsy nearly tripled its sellers, and revenues grew nearly 70%. Etsy is a unique marketplace for handmade items, vintage goods, and craft supplies.

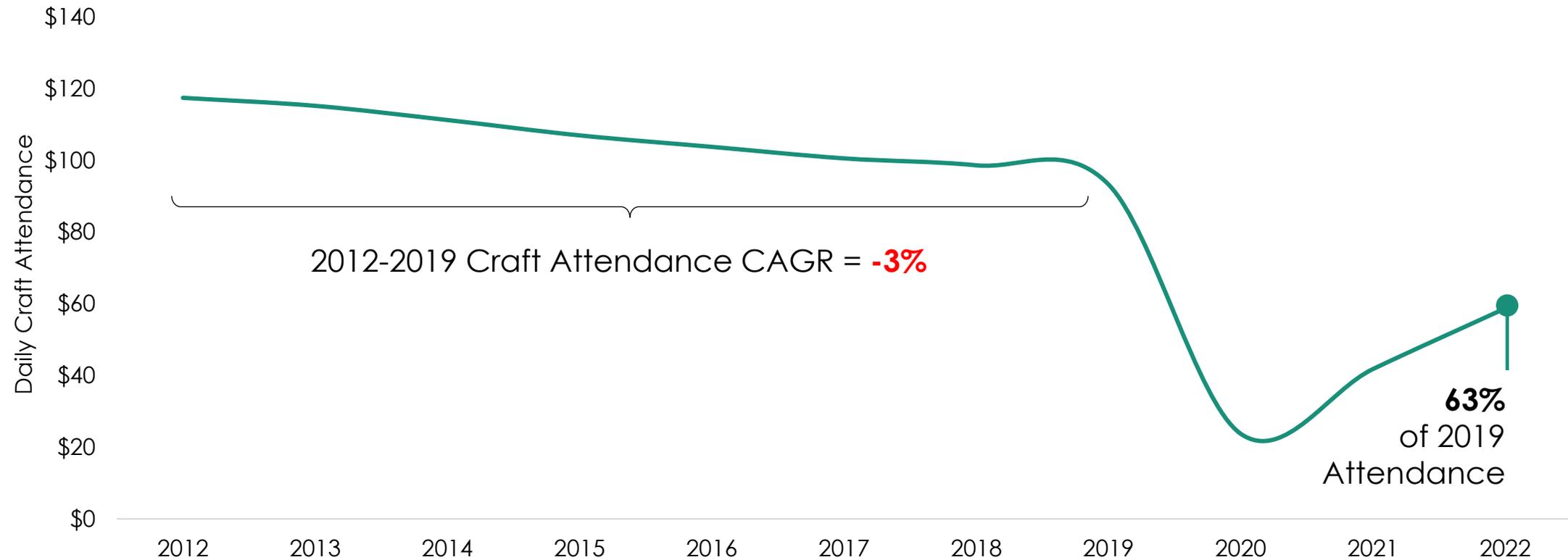
Etsy Annual Sellers (2012-2022)



## Makers' Market & Studio Challenges: Declining Attendance

Declining craftspeople attendance at PPM prior to 2020 suggests preexisting structural challenges with PPM's crafts environment, exacerbated by COVID.

2012-2022 Change in Daily Craft Attendance



Source: PDA Data. Craft attendance indicates the number of craftspeople operating daystalls.

## Makers' Market & Studio Challenges: **Business Growth & Economic Limitations**

Interviews indicate craftspeople are limited in their ability to scale their businesses and incomes – notwithstanding rising living costs – in the PPM daystall environment.

- Craftspeople's aspirations to earn a decent living are impeded by **rules regarding how crafts are produced, given slim profit margins for labor-intensive crafts**. Changes could impact "Meet the Producer" and handmade rules.
- Some craftspeople (and their employees) are unlikely to be able to **earn a decent living** from craft sales alone.

**“Meet the Producer is the biggest thing for the Market. But the rules that describe production – and my ability to staff my studio – prevent me from being more present at the Market.”**

- PPM Craftspeople

**“The rules and requirements to keeping the business in the Market take a lot of time – I had to cut back on opportunities to grow my wholesale business to satisfy Market requirements.”**

- PPM Craftspeople

## Makers' Market & Studio Challenges: **Business Growth & Economic Limitations**

While consumers are increasingly interested in hybrid maker/retail experiences, PPM does not currently offer a wide range of affordable workspaces for craft production.

There are only **8 work/sell stores at PPM** where small business owners are utilizing retail spaces as artist studios and creative workspaces.

**PPM does not currently have a dedicated, shared makerspace** for its community to reflect its identity as a makers' market & studio.

*Example:* Places like the **Torpedo Factory Art Center** in D.C. offer hybrid artist studio and retail/gallery spaces that provides artists with spaces to work and are also engaging retail spaces for customers.



**Torpedo Factory**

## Makers' Market & Studio Challenges: **Lack of Revenue Data**

A lack of revenue data from craftspeople limits PPM's insights into how they are faring and how they can best be supported.



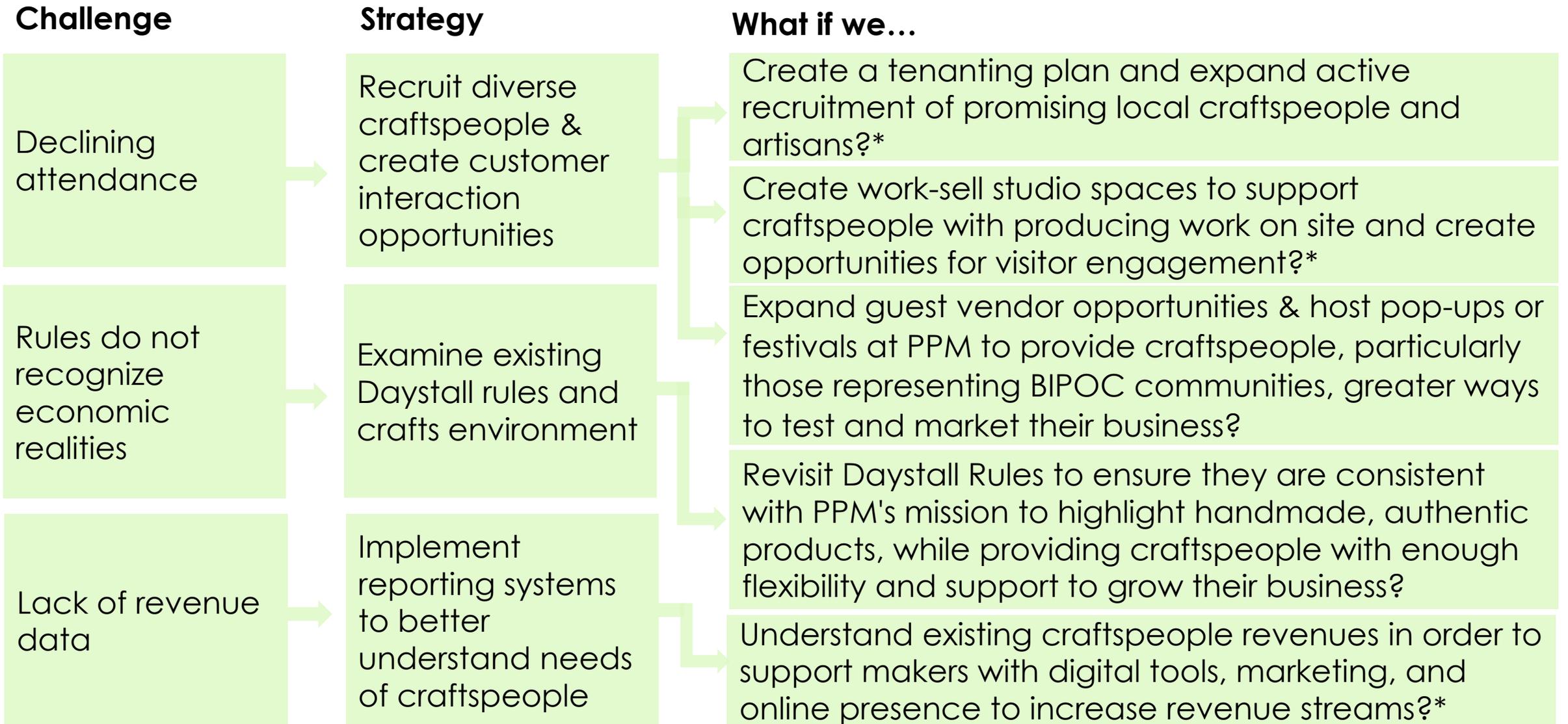
The PDA has granular revenue data from tenants who pay rent – restaurants, food, and retail businesses\* – but not craftspeople. **Understanding craftspeople' total revenues and expenses would help the PDA identify resources and supports for craftspeople at PPM.**

Craftspeople have identified additional supports, including:

- Cohesive marketing & advertising campaigns to create greater awareness of PPM's unique, self-represented crafts community
- Training and other resources to support craftspeople with online, digital, and other business tools

*Note: Restaurants include table or counter seating, including cafes; food includes take-out and casual eateries; retail includes mercantile and craft shops.*

# Potential Strategies & Interventions: **Makers' Market & Studio**



\*Shortened or revised since Council survey distributed.

Pike Place Market's role as

# RETAIL HUB

GIFTS ANIMAL COLLECTIBLES

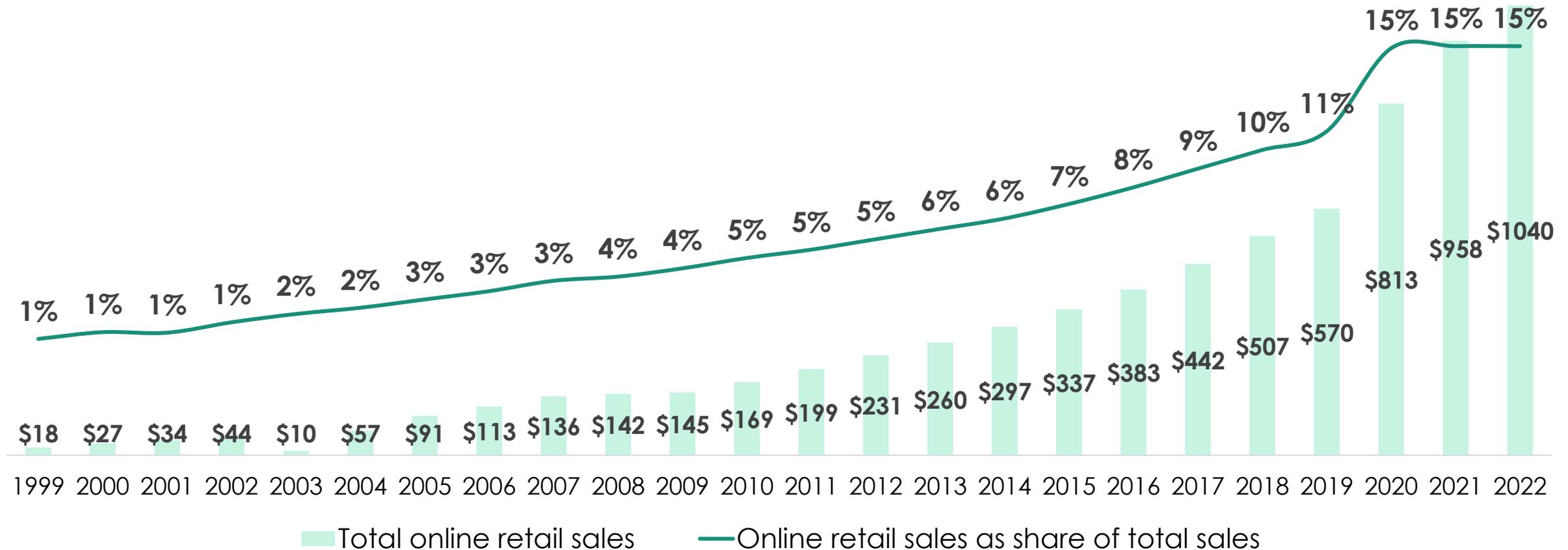
## Opportunities & Challenges: **Retail Hub**

Pike Place Market offers a **highly unique shopping experience** across its diverse retail stores. As Pike Place Market looks to the future, it must continue to **adapt to ever-evolving retail trends**, including incorporating more experiential retail and digital technologies.

## Retail Hub Challenge: Rise of Online Shopping

Across the U.S., brick and mortar retail is struggling due to growth in online shopping, which accelerated during the pandemic.

U.S. Online Retail Sales in Trillions (2000-2022)



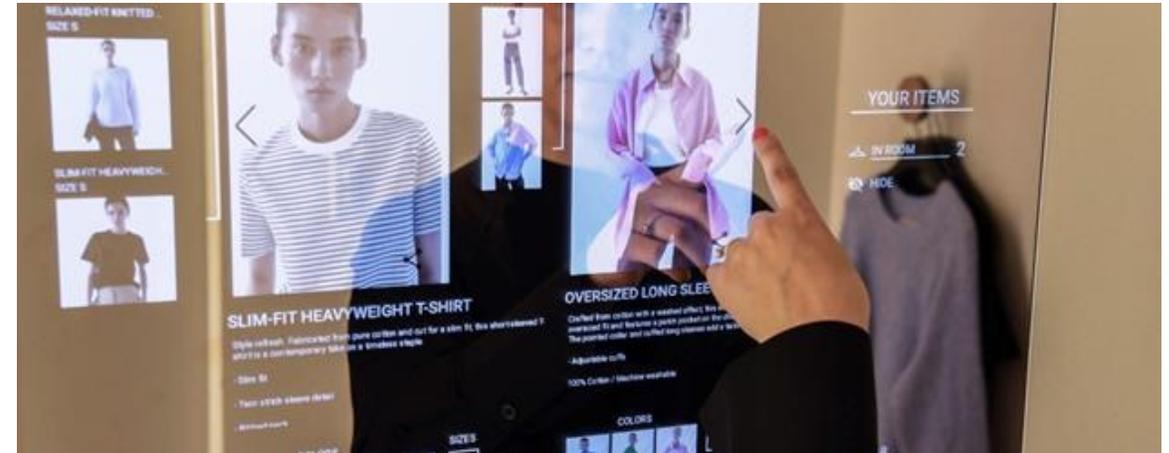
## Retail Hub Opportunity: **Changing Retail Environment**

PPM is positioned to embrace structural shifts in retail, including offering unique authentic experiences and supporting use of e-commerce to complement in-store shopping.



### Experiential Retail

- **Authentic shopping experiences** that cannot be substituted for online
- **Personalized** and **social** experiences
- **Local products** with a **story**
- Engagement-based retail experiences including **pop-ups** and **event retail**



### Technology

- Omni-channel: complementary **physical-digital shopping**
- “Co-present” technologies that **link physical market with digital augmentation**
- Augmented reality to create **customized market journeys** and possible gated experiences

## Retail Hub Opportunity: **Make/Sell Consumer Interest**

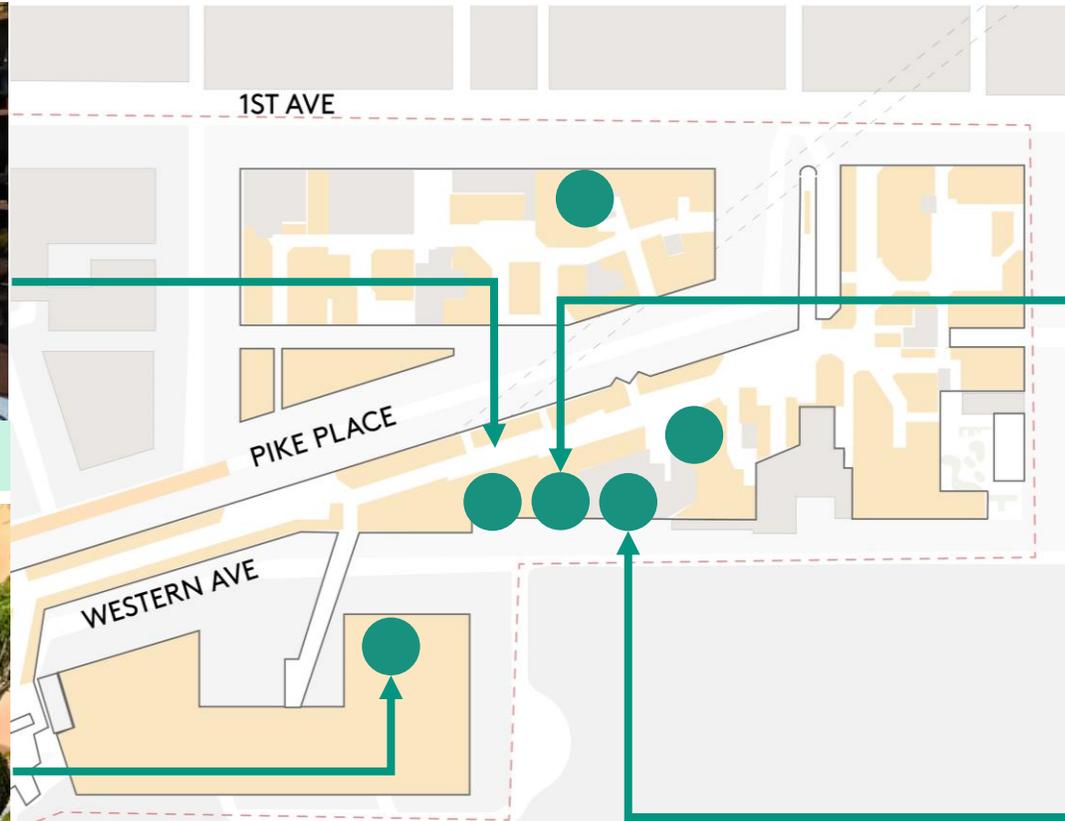
Concentration of make/sell retailers on Western Avenue is already responding to growing consumer interest and attracting visitors despite their less visible location in PPM.



**Eclipse Hat Shop**



**Kubode Plant Shop**

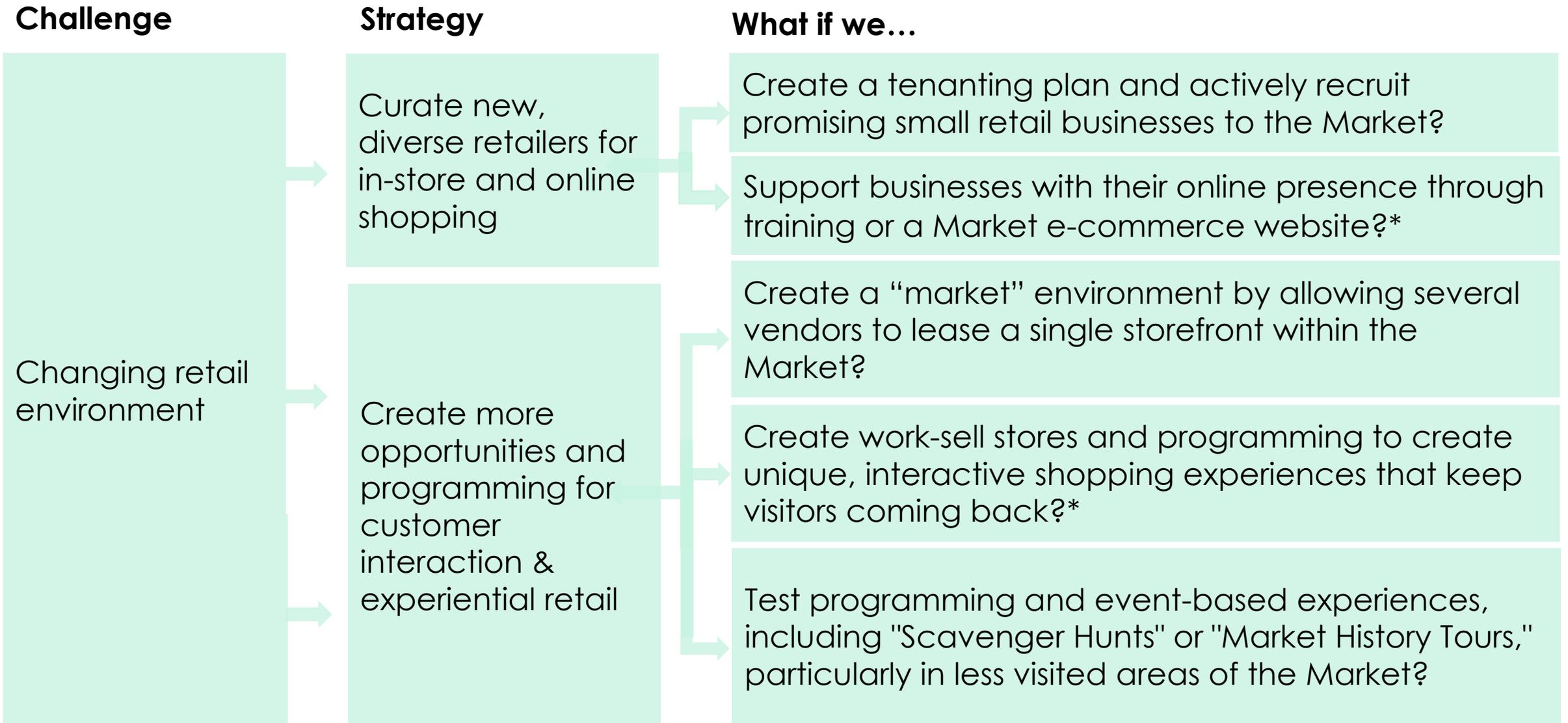


**Brooke Westlund Art Studio & Gallery**



**Leolo's Handmade Shoes**

# Potential Strategies & Interventions: **Retail Hub**

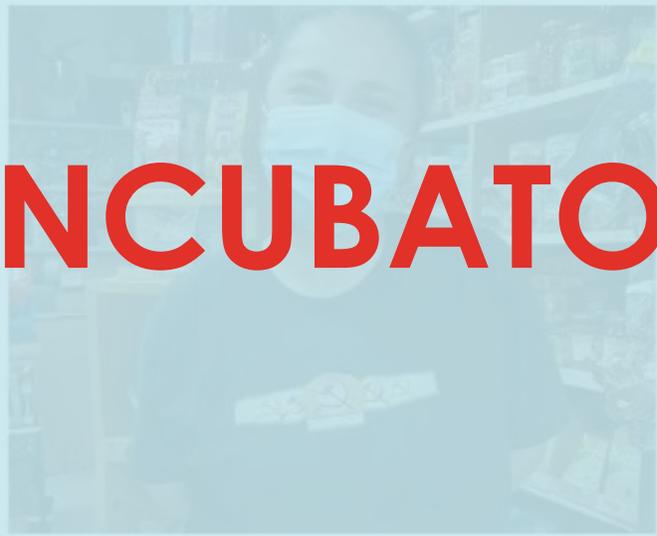


\*Revised since Council survey distributed.



Pike Place Market's role as

# SMALL BUSINESS INCUBATOR & ADVOCATE



## Opportunities & Challenges: **Small Business Incubator & Advocate**

PPM has always been a home to first-time small business owners. PPM can expand its capacity to support small businesses and create more formal structures to reap the benefits of being a **true incubator**, particularly for women owned, BIPOC, and LGBTQIA+ businesses.

## Small Business Incubator & Advocate Opportunity: **Expand Small Business Support**

PPM already plays an important role in supporting new businesses and can do more to expand its programming and lean into its role as a small business incubator.

From 2018-2021, 21 classes were offered.

In 2022, the following classes were offered:

- **Small Business Directory Workshops** (Feb 2022)
  - 90 PPM businesses attended one of three workshops offered
  - 100% of survey participants found these workshops helpful
- **Marketing Virtual Office Hours** (Aug 2022)
  - 3 businesses participated in 20-min call to learn about the Market Tenant Dashboard, Market Gift Card, Director, Advertising, and more.
- **Small Business Workshops** (Oct 2022)
  - 31 businesses joined at least one of five workshops on social media, marketing, and financial strategies

**“The Market does a lot of things that are awesome. They’ve offered classes, seminars, etc., understanding that most people are not high-tech.”**

- Restaurant tenant

## **Small Business Incubator & Advocate Challenge: Expand Small Business Support**

Pike Place Market does not currently operate as a formal incubator. Further, while it explicitly offers space to new businesses, it can also limit businesses' ability to grow while staying at the Market.

### **Many small business incubators:**

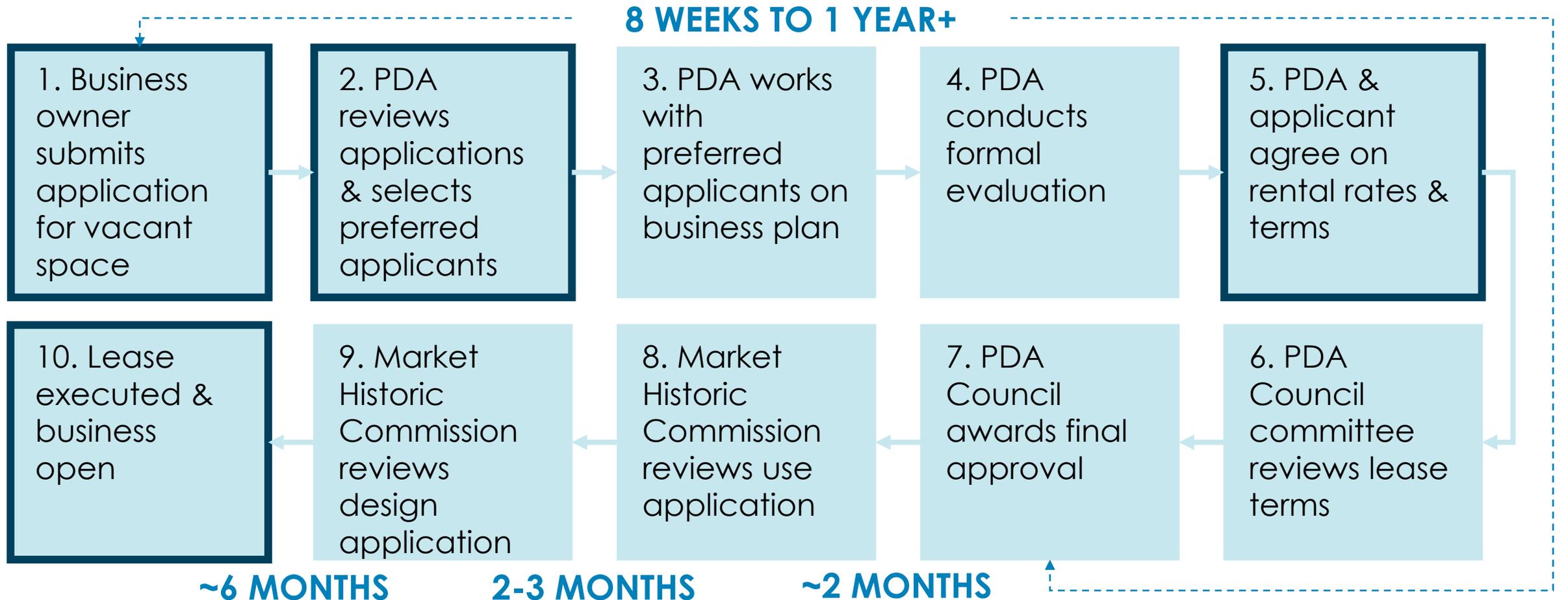
- Have clearly defined targets for business incubation
- Offer 3 to 6 months of formal programming for cohorts of small businesses, including workshops, mentorship, technical assistance, networking and community-building opportunities
- Demonstrate measured impacts on small businesses, such as number of new businesses incubated, increase in sales and profitability, new leases or lease extensions secured, etc.

**While PPM is home to and has supported numerous new and independently-owned businesses, it can benefit from finding partners to help expand its business incubator program.**

**Further, limited space sizes and existing rules (specifically in the daystall environment) can ultimately constrain successful businesses' ability to scale and grow without leaving PPM.**

## Small Business Incubator & Advocate Challenges: **Difficult Leasing Process**

In addition to affordability barriers, PPM's existing leasing process and exclusive leasing to one-and-only businesses make it challenging for small businesses to enter the market.



## Small Business Incubator & Advocate Challenges: **Lack of Data & Formal Structures**

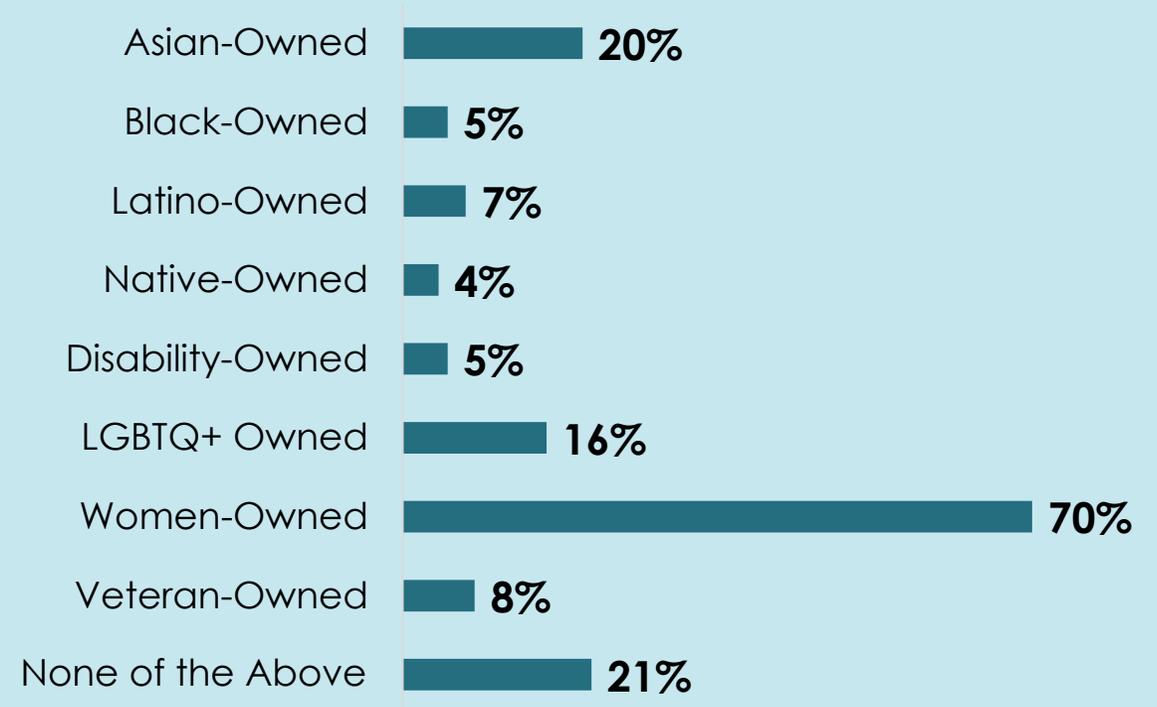
There are currently no formal structures, clear targets, or established processes to measure progress on DEI to ensure diversity across business owners and the broader Market community. As a result, there is no clear picture for what **DEI currently looks like for tenants.**

**While a summer 2022 survey gathered demographic data from PPM businesses, the data is not representative given the small sample size.**

The survey recorded 96 responses from the PPM community – less than 1/5<sup>th</sup> of total businesses. Of the responses, 58 were craftspeople, 35 commercial tenants, 2 farmers, and 1 busker.

**Having better data will help the PDA identify where to devote resources to provide better services to the PPM community.**

### PPM Business Demographics



## Small Business Incubator & Advocate Challenges: **High Cost of Living**

The need for expanded business and operational support is critical given that the high cost of living and lack of affordable housing in Seattle and Downtown is placing pressures on Pike Place Market's small business.

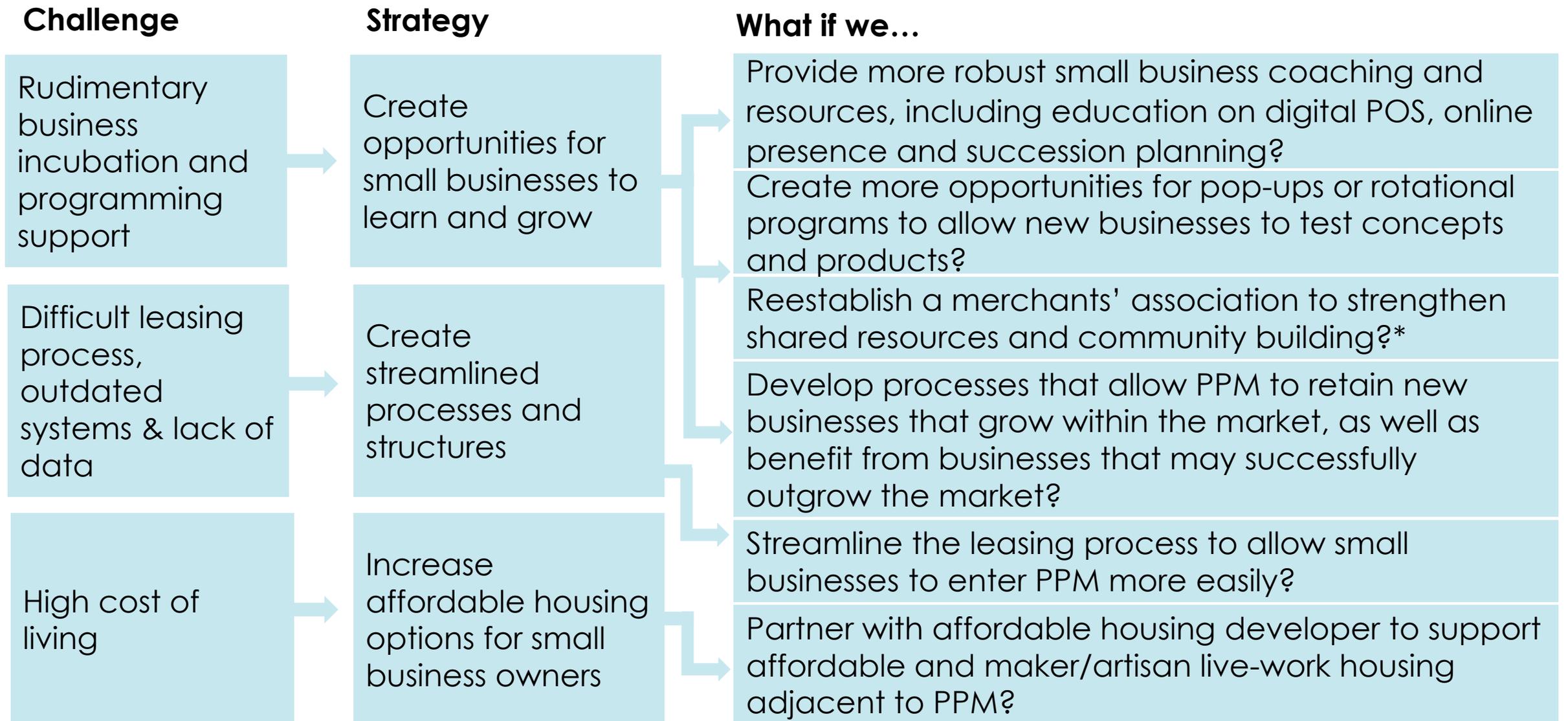


- Between 2010-2020, Seattle's average residential rents grew by **92%**, the nation's largest rise.
- Cost of living in Seattle is **31%** higher than the State average and **50%** higher than the national average.
- The **Central Waterfront and Belltown** are the most expensive neighborhoods in Seattle with average rents ranging **14-20% higher** than the average City rent.

**“I can't find workers that can afford to live in Seattle. Even living paycheck to paycheck is a stretch.”**

- Restaurant tenant

# Potential Strategies & Interventions: **Small Business Incubator & Advocate**



\*Added since Council survey distributed.

**Pike Place Market's role as**

# **DOWNTOWN ANCHOR**

## Opportunities & Challenges: **Downtown Anchor**

PPM has long been an **anchor for Downtown**. To fully maximize its role as a Downtown destination, PPM must **reinforce connectivity** – connectivity both to its surroundings as well as with internal connections and accessibility.

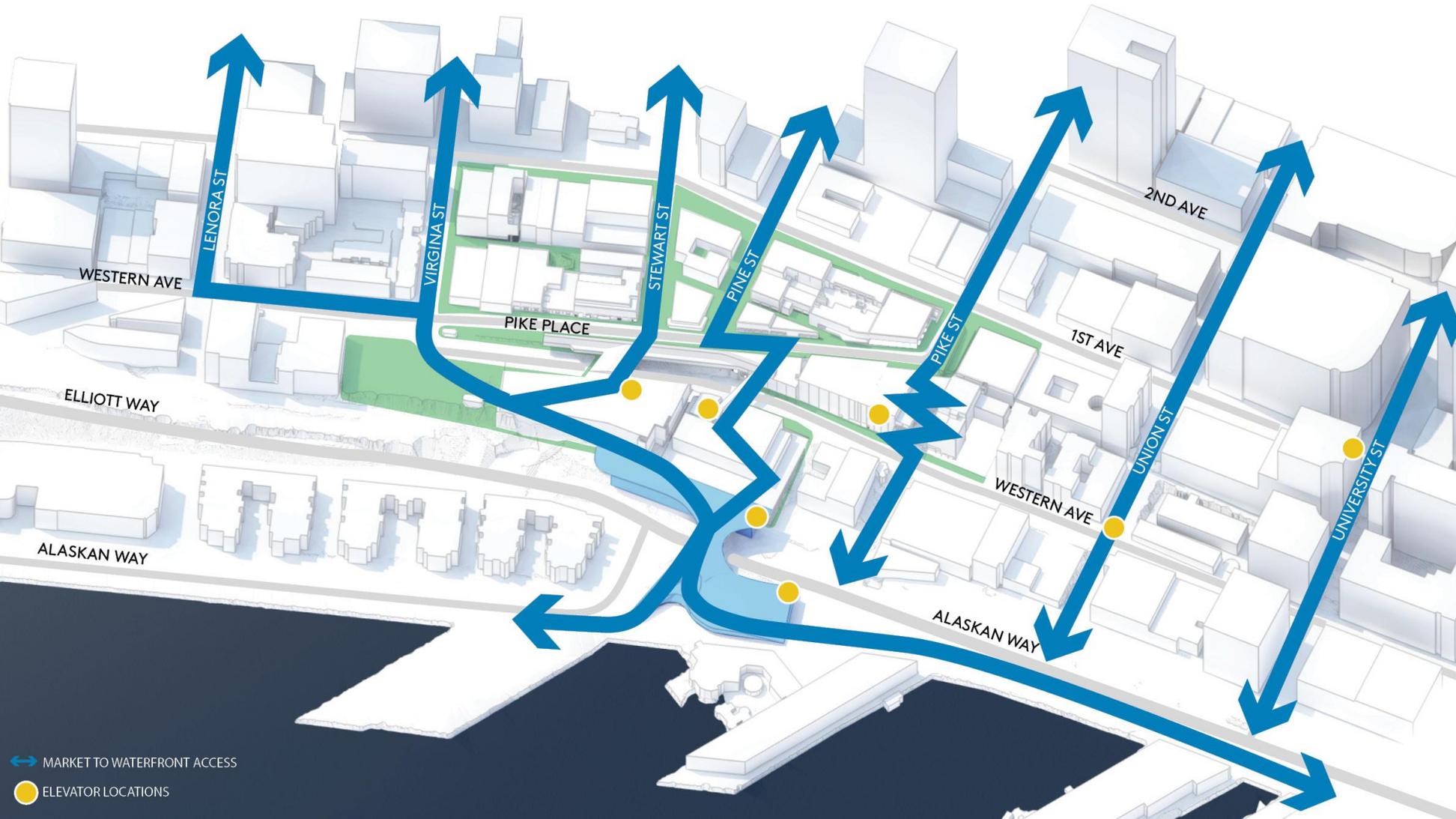
## Downtown Anchor Opportunity: **Source of Stability During COVID**

PPM was a source of vibrancy even as Downtown suffered. PPM could catalyze Downtown recovery and anchor the evolution of a larger mixed-use cultural district.



## Downtown Anchor Opportunity: **Changing Waterfront**

The momentous changes on the waterfront offer PPM an opportunity to strengthen connections and serve as a bridge between the waterfront and Downtown.



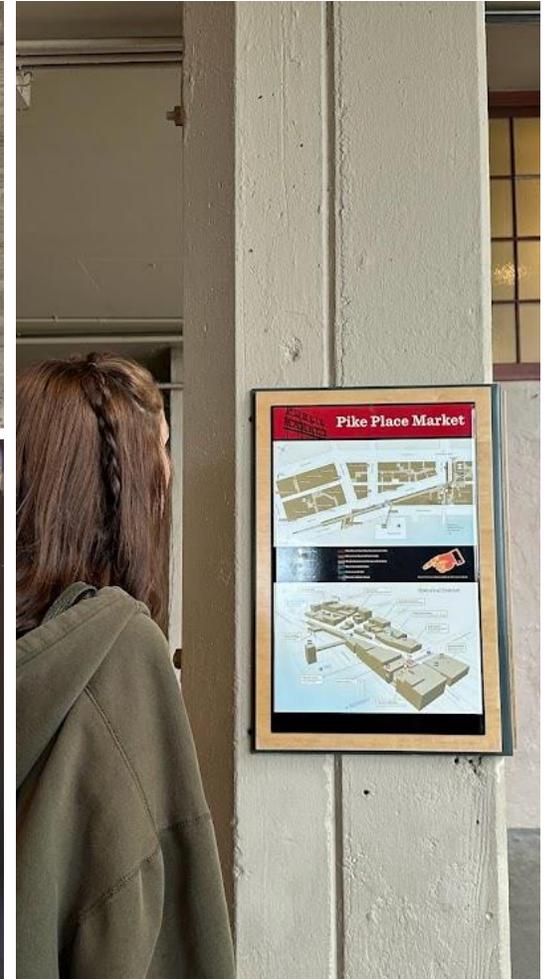
## Downtown Anchor Challenges: **Disjointed Access & Wayfinding**

PPM does not currently have a front door on the waterfront.



## Downtown Anchor Challenges: **Disjointed Access & Wayfinding**

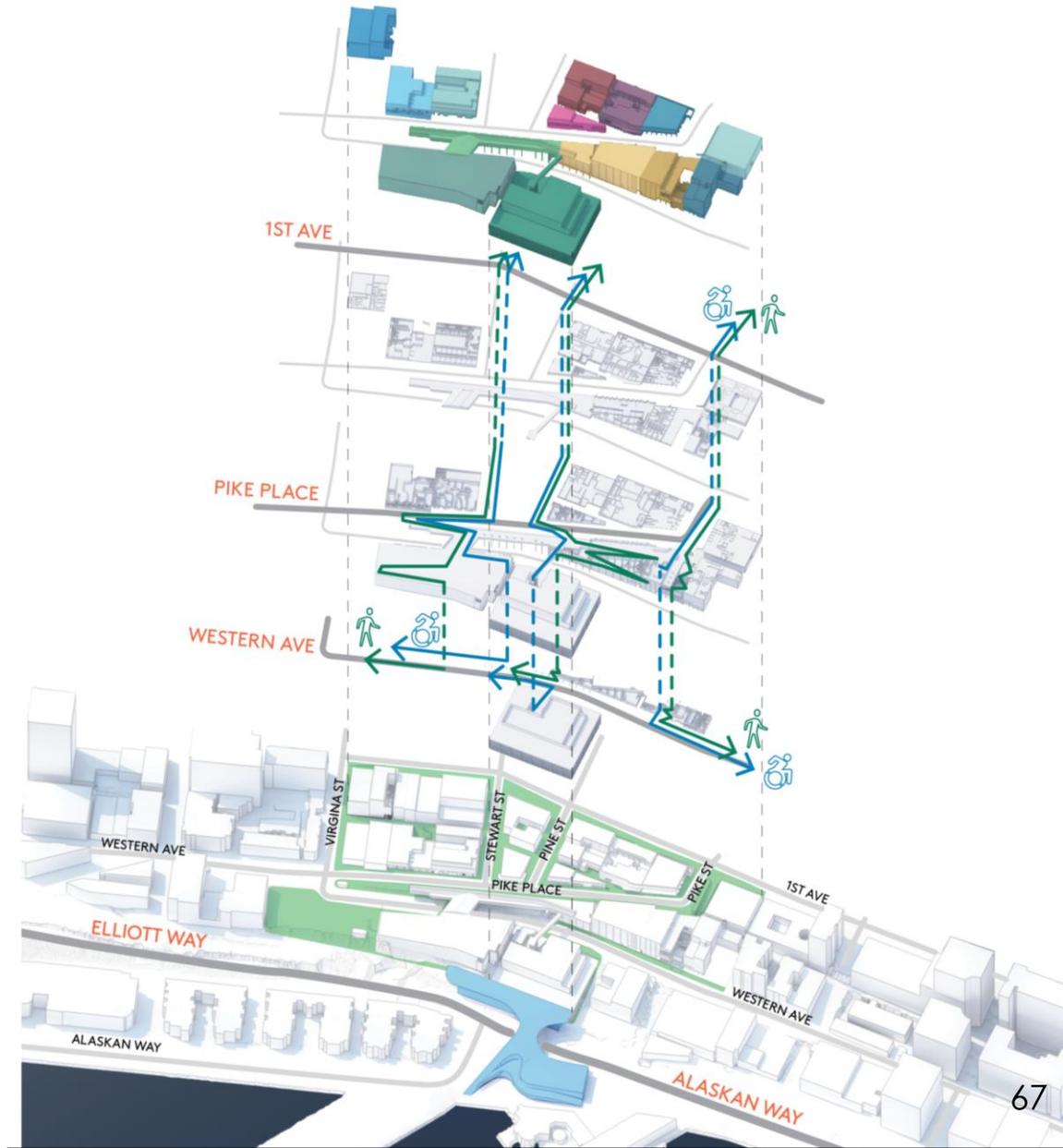
PPM's lack of clear and consistent wayfinding and signage, confusing configuration, and verticality also potentially hinder enjoyable Market journeys.



## Downtown Anchor Challenges: Disjointed Access & Wayfinding

Limited ADA access, parking, pedestrian walkways and open space, bathrooms, lactation rooms and climate resilience functions further result in inconsistent and unequal experiences for different Market visitors.

Accessible Paths   
Pedestrian Paths 



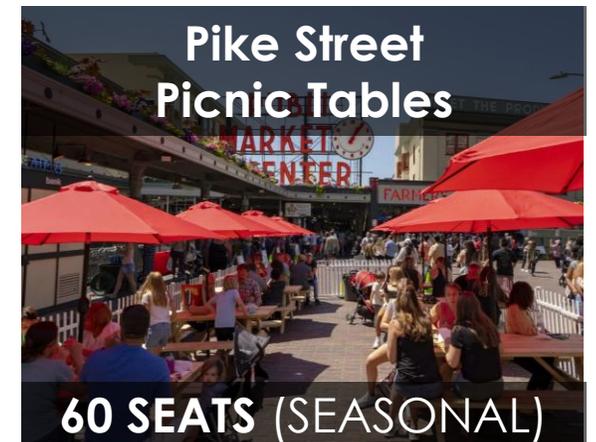
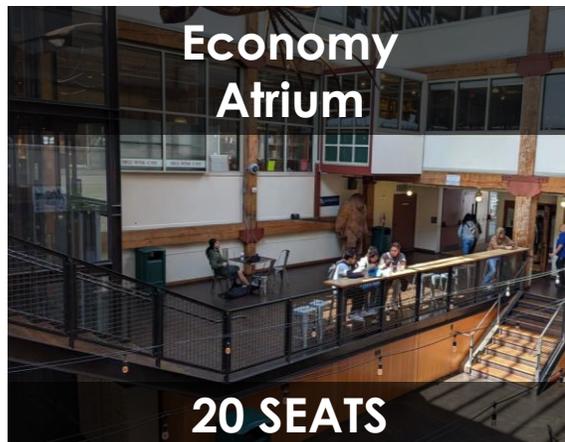
## Downtown Anchor Challenges: **Disjointed Access & Wayfinding**

Moreover, there is jumbled jurisdictional management of Pike Place, one of the city's best-known multi-functional right of ways



## Downtown Anchor Challenges: **Limited Seating**

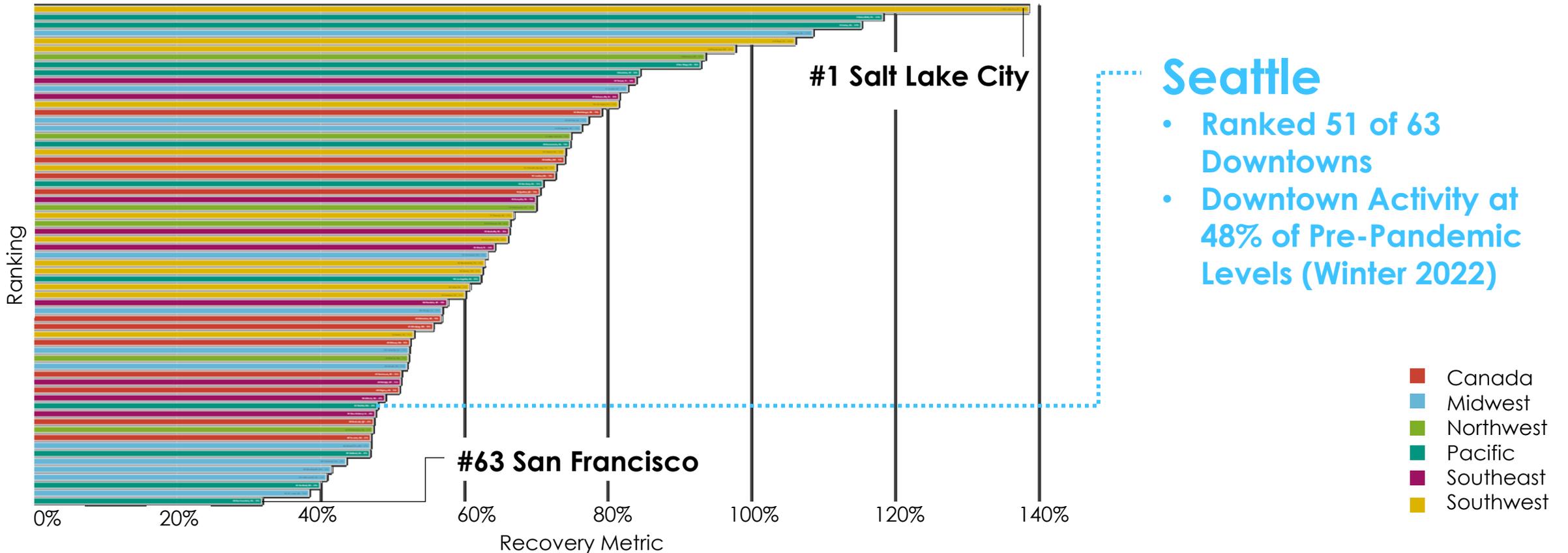
A lack of seating also hinders visitors' ability to linger at the market, particularly for seniors, families with young children, and disabled people.



## Downtown Anchor Challenges: **Slow Downtown Recovery**

Rethinking access to Pike Place Market is critical for attracting visitors, especially since Downtown activity – and the return of office workers – continues to lag other cities.

**Downtown Recovery (Dec 2022-Feb 2023)**



### Seattle

- Ranked 51 of 63 Downtowns
- Downtown Activity at 48% of Pre-Pandemic Levels (Winter 2022)

Source: University of Toronto Downtown Recovery Data; Downtown activity is measured primarily by mobile data; Downtown is defined as the zip codes: 98101, 98104, 98154, 98164, 98174. Office vacancy as of Feb 2023 according to CoStar for the geography between First Avenue to I-5 and Yesler Way to Denny Way.

## Downtown Anchor Challenges: **Slow Downtown Recovery**

The perception and reality of crime, drug use, and people experiencing homelessness in Downtown are also major challenges for Pike Place Market.



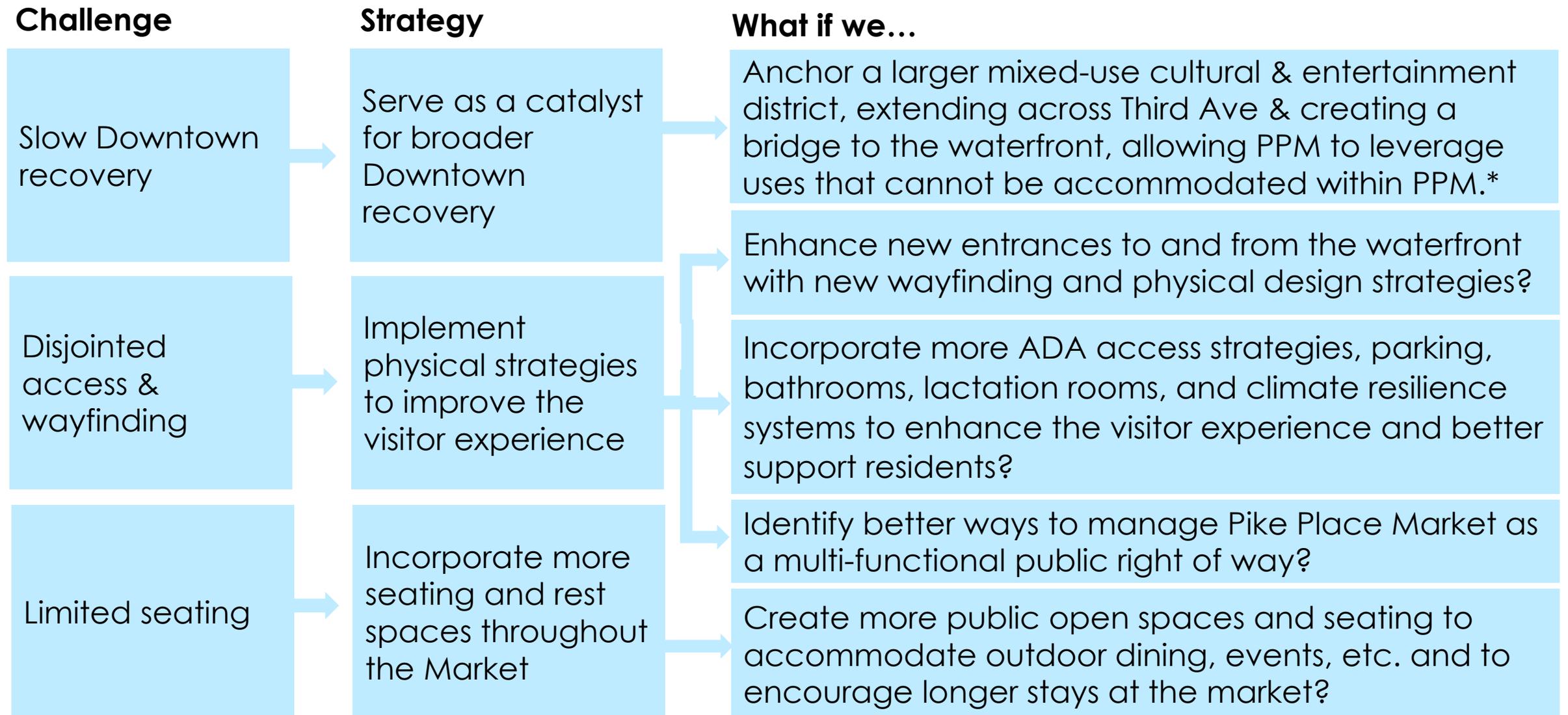
# 75%

of Seattle voters recently surveyed said they are visiting Downtown less often, citing crime and safety concerns.

**Only 12%** of Seattle voters are feeling “optimistic” about progress being made on Downtown’s recovery.

However, **88%** of voters trust Downtown small businesses on the issue of Downtown recovery.

# Potential Strategies & Interventions: **Downtown Anchor**

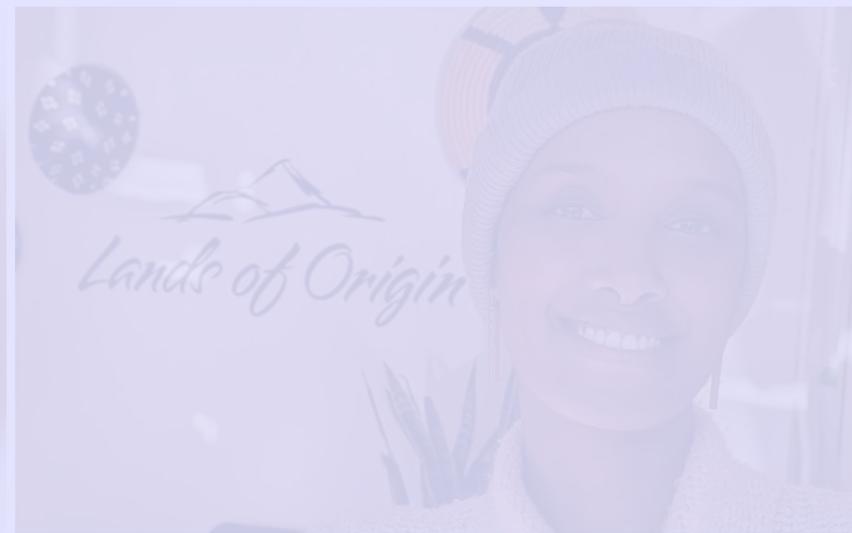


\*Revised since Council survey distributed.



Pike Place Market's role as

# **SOCIAL SERVICE & COMMUNITY STEWARD**



## Opportunities & Challenges: **Social Service & Community Steward**

PPM's origins are grounded in **serving as a social service and community steward**. The Market will continue to serve Seattle's communities in need. PPM can strengthen its focus on DEI by tracking and ensuring diversity across PDA staff, Council, and other governing bodies.

## Social Service & Community Steward Opportunity: **Maximize Impact**

PPM has the opportunity to maximize impact of social service provisions, particularly for the Market community, by expanding programs and forming additional partnerships in addition to the Market Foundation.

### Existing Programs:

- Affordable & Senior Housing
- Senior Center
- Food Bank & Food Assistance Programs (SNAP Market Match, EBT, Fresh Bucks, WIC & Senior Farmers Market Nutrition, Farm Stand & Highstall Dollars)
- Neighborcare Health
- Childcare & Preschool
- Recovery & Emergency Funds (Small Business Recovery Fund, Community Safety Net Emergency Funds, Rachel's Reserve)
- The Market Commons Resource Hub



## **Social Service & Community Steward Challenges: Limited Public Awareness**

PPM is currently not widely known for its community and social impact work, despite playing an important role as a social service provider for populations in need.

**“Uplift the Foundation and social services at the Market – it will help us see the impact of the Market more broadly.”**

*- External Stakeholder*

**“A lot of people don’t understand the social services component of the Market – that is a missed opportunity.”**

*- External Stakeholder*

**“The social services side is not well known – I only learned about this recently.”**

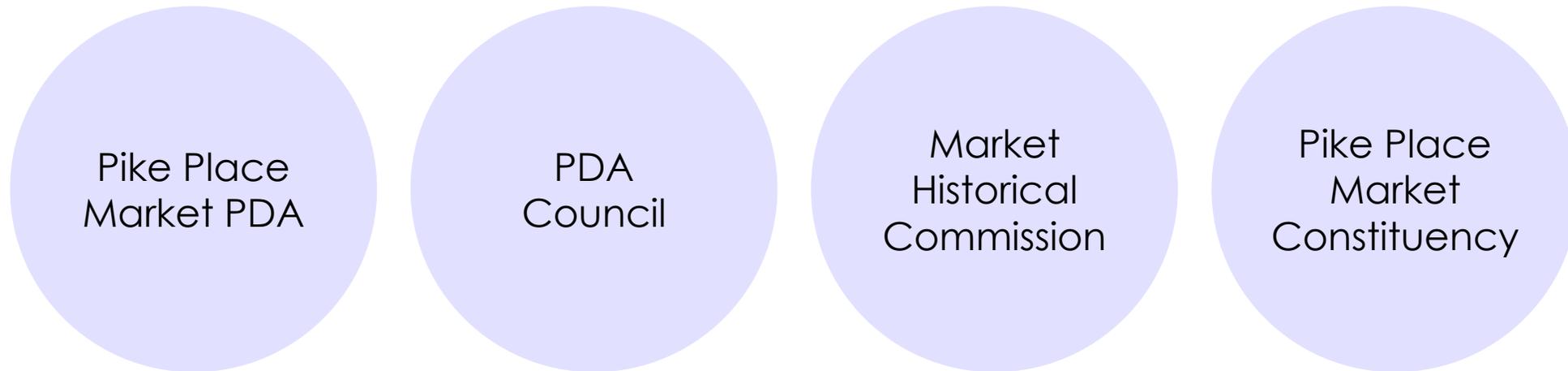
*- External Stakeholder*

**“People don’t know the difference between the PDA and Foundation.”**

*- External Stakeholder*

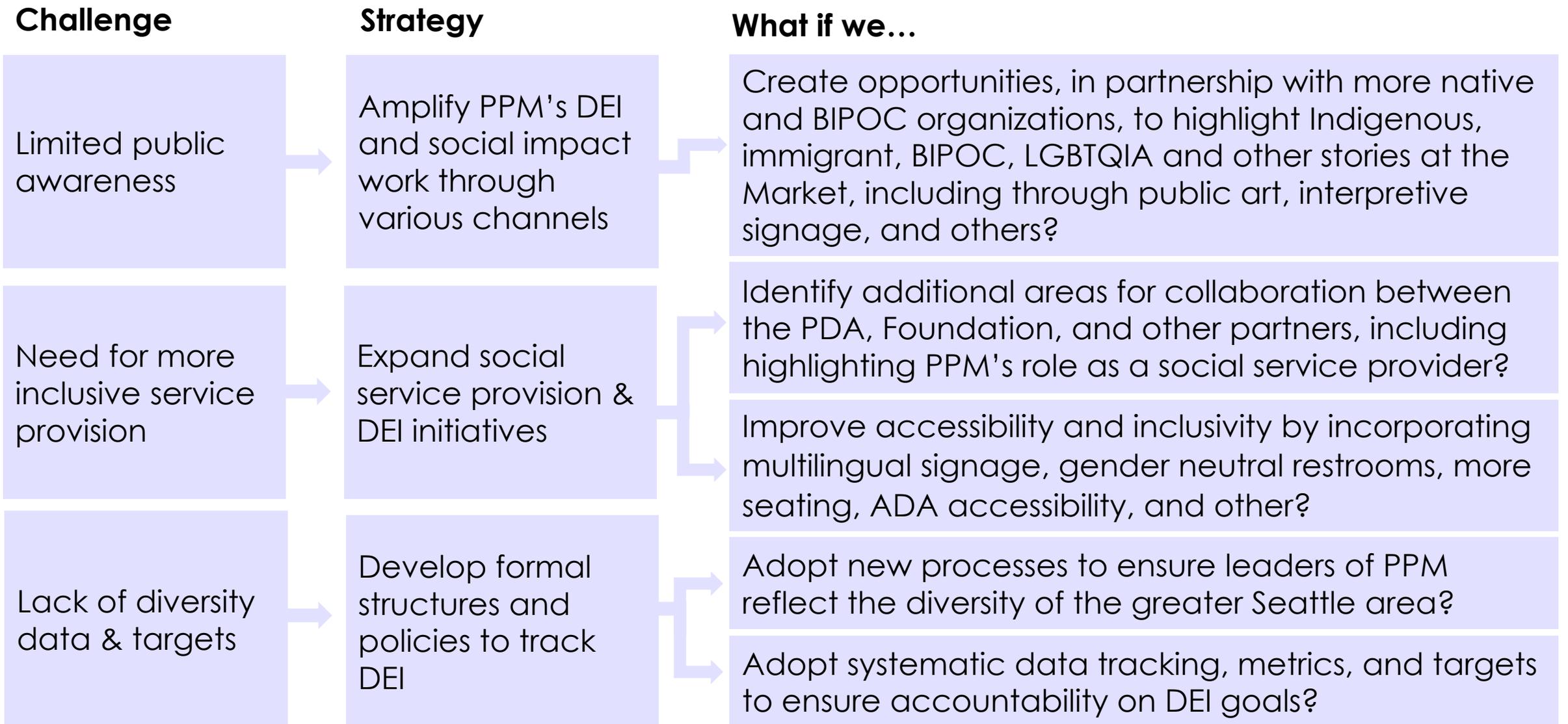
## Social Service & Community Steward Challenges: **Lack of Diversity Data and Targets**

As a community steward, the Market's governance must reflect the diversity of the community it serves. There are currently no processes to assess and measure progress on DEI in order to ensure diversity across the PDA, Council, and other governing bodies.



The PDA is currently developing processes to assess and measure progress on DEI in order to ensure ongoing diversity across the PDA, Council, and other governing bodies.

## Potential Strategies & Interventions: **Social Service & Community Steward**



## Potential Interventions: Questions to Reflect On

**What are your reactions to these interventions? (What's missing?)**

**Which would have the greatest impact on achieving the Master Plan's goals?**

**Which interventions are low hanging fruit? Which require the greatest level of effort?**

**Which interventions would most effectively advance social stewardship and DEI?**